

BOOK OF PROCEEDINGS CIRCLE INTERNATIONAL

22ND ANNUAL CONFERENCE

NEXTGEN BUSINESS : SUSTAINABILITY & DIGITALISATION



DATE AND VENUE

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OVERVIEW

The 22nd CIRCLE International Conference 2026, titled “NextGen Business: Sustainability & Digitalisation,” will take place from 8–11 April 2026 at Jan Wyżykowski University in Polkowice, Poland. This annual international conference continues CIRCLE International’s long-standing tradition of bringing together academics, researchers, and practitioners to explore contemporary challenges and innovations in business and management.

The conference provides a platform for the exchange of ideas, presentation of cutting-edge research, and the development of interdisciplinary collaboration across a wide range of academic and professional fields. Participants include established scholars, early-career researchers, and postgraduate students, creating a dynamic and inclusive academic environment.

Aligned with the theme of sustainability and digital transformation, the conference addresses key global issues shaping the future of business, society, and industry. Contributions span diverse thematic areas, including finance and economics, climate change, human resources, tourism and marketing, social sciences, management, artificial intelligence, and industrial sustainability.

With participants joining from across Europe, Asia, Africa, and beyond, the conference reflects a truly international perspective. It offers valuable opportunities for networking, knowledge sharing, and collaboration, both through in-person engagement and online participation options, ensuring accessibility for a global academic community.

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Dear Participants,

As we gather in Polkowice, Poland, I would like to express my heartfelt gratitude to our distinguished partners, Jan Wyzykowski University, for their kind hospitality and constant support in organising this year's event. Your dedication has enabled us to establish an environment open to creativity, collaboration, and learning.

Our warmest gratitude goes to our Honorary Patrons, the Mayor of Polkowice and KGHM PM SA, whose assistance was vital in making this conference a success. We are also grateful to our supporters, including The International Foundation Group (IFG), KGHM PM SA, Brose Sitech sp. z o.o., and Grupa MODIVO. Your dedication to promoting scholarly dialogue and collaboration is crucial.

This year's conference is more than just an academic gathering, it is also an exceptional opportunity for intercultural discourse among a broad group of delegates. We will hold meaningful meetings with representatives from other countries to bridge borders and build mutual understanding. For example, our inaugural panel, NextGen Business and Academia - The Digital Future*, will feature well-known CEOs and academic leaders discussing how digital change is redefining collaboration across industries and cultures. This event will not only highlight creative practices, but also foster discussion about the ethical implications of technology in our linked world.

The conference aims to combine academic excellence with real-world corporate experience. Delegates will experience high-impact keynote speeches from intellectuals discussing advanced research and ideas, as well as cross-sector panel discussions that encourage academic-industry collaboration. For example, on Day 2, attendees will be able to visit MODIVO, a well-known Polish fashion company. This behind-the-scenes tour will provide you valuable insights into how academic theories are applied in a major European brand, connecting theory and practice in a tangible manner. Such conversations are essential for establishing connections that can lead to creative solutions in academia and business.

Cultural experiences are equally important in our conference, as we recognise the value of context in building intercultural communication. The first day will culminate in an exclusive live concert at the Church of St. Michael the Archangel, a historical site dating back to 1366. This concert will combine music, history, and architecture, producing a remarkable cultural experience to complement our academic conversations.

The Circle Gala Dinner on Day 3 will be a conference highlight, dedicated to connecting, recognising, and celebrating our academics' collaborative spirit. After four days of enlightening debate and cultural interaction, delegates will visit Książ Castle to learn about Poland's rich legacy.

Finally, I'd like to express my thank you for taking part in this conference. We are excited about the interesting conversations and lasting connections that will develop from Circle Conference 2026, and we hope to inspire the next generation of thinkers and innovators in our fields. We seek to encourage participants to attend in person because we feel that actual attendance will improve wellbeing and engagement, and we expect that this conference will provide an excellent opportunity for meaningful cooperation and future connections for individuals and institutions. Finally, I'd would like to express my heartfelt gratitude to my senior and junior colleagues on the conference academic committee, all of whom have been designated academic leaders. It has been a pleasure to work with you.

Your sincerely,
Professor Mohamed El-Ansari
President of Circle International.



WELCOME MESSAGE

Dear Participants,

It is with great pleasure that we present the Book of Abstracts prepared for the 22nd CIRCLE International Conference entitled: Next Generation Business: Sustainable Development and Digitalisation. This event provides a unique platform for representatives of science and business practice to meet, enabling the exchange of knowledge, experiences, and the latest research results in a dynamically changing organisational and social environment. For Jan Wyzykowski University in Polkowice, Poland, the host of this event, this is a unique event that will undoubtedly yield inspiring projects in the future.

The abstracts collected in this volume reflect current directions in scientific development and the diversity of research topics addressed. The authors' high level of expertise demonstrates their commitment and the importance of the topics they discuss for the modern world. We believe this publication will serve not only as a guide to the conference sessions but also as a source of inspiration for further research and discussion.

I sincerely thank all participants for their contribution to the development of science and for co-creating this unique initiative. I also express my appreciation to the scientific and organising committees for their professionalism and commitment to preparing the conference. I also thank the conference sponsors for their support.

I wish you inspiring reflections, fruitful discussions, and the establishment of valuable scientific and professional contacts.

Yours faithfully,
Dr Dariusz Zajac
Prof. UJW



ACKNOWLEDGEMENTS

The organisers of the 22nd CIRCLE International Conference 2026 would like to express their sincere gratitude to Jan Wyzykowski University for hosting this year's conference and for their continued support in facilitating this international academic event.

We extend our special thanks to the University Authorities for their leadership and commitment:

Rector: Dr Dariusz Zajac, Prof. UJW
Dean of the Faculty of Social and Technical Sciences: Dr hab. Rafal Czachor, Prof. UJW
Chancellor: Edyta Zarecka

We would also like to offer particular recognition to Kinga Wrzos, Senior Promotion Specialist, for her outstanding dedication, professionalism, and tireless support throughout the organisation of the conference. Her continuous availability, attention to detail, and commitment from the earliest stages of preparation have been instrumental in ensuring the success of this event.

The contribution and collaboration of all those involved are deeply appreciated and have played a vital role in delivering a successful and impactful conference.

Welcome Message & Acknowledgements

OUR KEYNOTE SPEAKERS



Prof. Alexandra J. KENYON
Keynote speaker

Professor Doctor Alexandra Kenyon has the honour of working within two European Universities; University of Vitez; Bosnia and Herzegovina and Universidad de Leon, Spain. Professor Doctor Alexandra Kenyon is also the Editor in Chief for the International Journal of Sales, Retailing and Marketing. She is also an author and her 10th edition of the International Marketing Strategy academic textbook was launched in 2025. In addition; Alexandra has also served as the International Course Director for postgraduate and undergraduate International Hospitality degree courses in Nepal and Indonesia. Her most recent project, with National Pubwatch, was to investigate how Local Pubwatch Schemes contribute to safe, secure and sociable night-time economies.



Prof. Hans Rüdiger Kaufmann, University of Nicosia
Keynote speaker

Hans Rüdiger Kaufmann is Full Professor Marketing at the University of Nicosia in Cyprus since 2006 until today. Since 2016, he is affiliated with the University of Applied Management Studies Mannheim as Professor for International Sales Management. He was the Chair of 3 programs: B.A. Management & Leadership, B.A. Management & Leadership (Professional Vocational University) and M.A. Business Management/M.A. Business Management & Digital Leadership (international). With extensive experience across five European countries, he has held various roles as a manager, consultant, and academic.

Consumerism, Entrepreneurship and recently Smart City related topics are the core of his well-cited research reflected in many book publications (including Handbooks), book contributions, journal publications, editorial engagement, key notes, and international conference publications/organization. In particular, his interests revolve around consumerism related themes such as branding, luxury, identity and new trends, i.e. sustainability, digitalization and AI. Prof. Kaufmann is Editor-in-Chief of the journal Progress in Industrial Ecology and Associate Editor for the World Review of Entrepreneurship, Management, and Sustainable Development.

Rudi has been a founding member and President/Vice President of the following research networks: American Marketing Association (AMA) Global Marketing SIG, EuroMed Research Business Institute, CIRCLE International, Consumer Brand Relationship Institute.

He also contributes to the academic community as Adjunct Professor at the University of Vitez. Recognized for his commitment to research in sustainability and digitalization, he is an ideal speaker for the theme of "NextGen Business: Sustainability & Digitalisation" at the upcoming event in April 8th at Jan Wyżkowski University in Poland.



Andrzej Krzysik, MSc, KGHM Polska Miedź S.A.
Keynote speaker

Andrzej Krzysik is a seasoned expert in hydrogeology and monitoring systems with over 29 years of experience at KGHM Polska Miedź S.A. He currently serves as the Head of the Monitoring Department at the Tailings Management Plant, which oversees the operation and expansion of the "Żelazny Most" Tailings Storage Facility (TSF) – the largest facility of its kind in Europe.

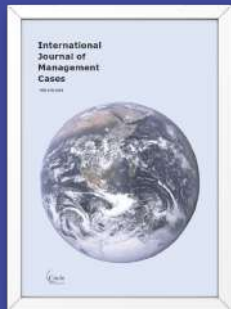
A graduate of the University of Wrocław with an MSc in Geology (specialising in Hydrogeology), he also studied at University College Dublin (UCD) and completed postgraduate programs in Spatial Information Systems and Database Systems.

Throughout his career, Mr. Krzysik has been a pioneer in integrating digital technologies with geological engineering. He spearheaded the implementation of the SyZeM and SEZAM systems—award-winning spatial information platforms that integrate geodetic, hydrogeological, and geotechnical data with real-time structural monitoring. Under his leadership, the SEZAM system received the prestigious "Golden Laurel of Innovation" (2022/2023) from the National Federation of Engineering Associations in Warsaw.

Mr. Krzysik manages a multidisciplinary team of specialists in geodesy, hydrogeology, and geotechnics. Their work, focused on the world's most heavily instrumented tailings facility, has been recognized by an International Board of Experts for meeting the highest global standards in structural and environmental monitoring.

PUBLISHING OPPORTUNITIES: CIRCLE INTERNATIONAL JOURNALS

CIRCLE International publishes two peer-reviewed, open-access academic journals that provide valuable publication opportunities for researchers, academics, and practitioners. These journals support both established scholars and early-career researchers in developing and disseminating high-quality research.



INTERNATIONAL JOURNAL OF MANAGEMENT CASES (IJMC)

Established in 1998, the International Journal of Management Cases (IJMC) serves as a platform for both established and emerging researchers to present detailed analyses of practical management issues. With a strong emphasis on real-world applications, IJMC provides constructive feedback to support the development of analytical and academic writing skills.

The journal is committed to fostering meaningful scientific dialogue and advancing the field of management through the dissemination of relevant and impactful research. It welcomes a broad range of methodological approaches, including both qualitative and quantitative studies, across business and multidisciplinary domains.

INTERNATIONAL JOURNAL OF SALES, RETAILING AND MARKETING (IJSRM)



Founded in 2011, the International Journal of Sales, Retailing and Marketing (IJSRM) publishes original research and in-depth analyses within the fields of sales, retail, and marketing. The journal is suitable for both experienced researchers and junior academics, offering rigorous peer review and constructive feedback to enhance research quality and academic writing.

IJSRM welcomes a variety of contributions, including empirical studies, conceptual papers, and detailed case analyses, reflecting current developments and practices within the discipline.

ADDITIONAL PUBLICATION OPPORTUNITIES

Selected conference papers may also be considered for publication in:

- Journal of Enterprise Information Management (Scopus indexed)
- Other journals indexed in Copernicus and EBSCO databases

Final publication decisions are subject to the respective journal's peer review process and editorial policies.

TABLE OF CONTENT & SCHEDULE

Abstract Title	Page No.
Climate Change & Sustainability	
EU Policy on Combating Energy Poverty in Light of National Energy and Climate Plans Julia Wrzal vel Kosowska	17
Indigenous Knowledge and Informal Recycling Practices – A KM Approach to Sustainable Resource Recovery in Emerging Economies Okeoma John Paul Okeke	18
Project H2VE – Development of Hydrogen Valleys in Europe Marek Jaskólski	19
Human Resources (HR)	
Business Intelligence Systems and HR Analytics in Human Capital De-velopment: Roles within UAE Enterprises Abdullah Mohammad Salem Alblooshi	20
Sustainability in Action: Technology, AI, and Employee Engagement Alicja Zalewska-Choma	21
Talent acquisition, retention and leadership development in an era of continuous change: a Skills-first approach in practice – a Brose Sitech Poland Case Study. Anna Malczewska	22
Tourism & Marketing	
Towards Electronic CRM Adoption in Tourism SMTEs of the Eastern Cape: A Contemporary Review Dinesh Vallabh	23
Investigating the Termination of Third-Party Cookies: Strategic and Ethical Implications for Marketers James Richard Daniel Allegakoen, Muhammed Umar Farooq, Gordon Bowen	24
Exploring The Effectiveness of Influencer Marketing in Building Brand Loyalty Among Gen Z Consumers Atinuke Abidemi, Muhammed Umar Farooq, Gordon Bowen	25
Consumers' Sustainable Product Recommendation Intention: Do Utilitarian, Emotional, And Social Values Matter? Nasim Karimi, Hans Rüdiger Kaufmann	26

Abstract Title	Page No.
Personal Branding in Image Management of Generation Z Mateusz Pruchnik	27
From Disruption to Routinization: Contact Frequency and the Framing of Inbound Tourism Mitsunori Hirogaki	28
Tourism Growth and Economic Dependency in Earthquake-Prone Regions Tariq Elhadary, Rozaq Raj	29
Social Sciences & Education	
An Evaluation of Sustainability of Transnational University Partnerships: A Comparative Case Study of Branch Campuses in the UAE Saeed Mohammad Alkuwait	30
How to enhance and foster workplace learning on an undergraduate apprenticeship program through adopting an action learning strategy Dougie Yourston	31
Crisis-Driven Migration: Determinants of Sri Lankan Healthcare Pro-fessional Migration to the United Kingdom Hettiyakandage A Saumyasiri Fernando, Okeoma John Paul Okeke, Aruna Devendra	32
Transforming Higher Education through Sustainability and Digitalisation Mohamed El-Ansari	33
Redefining Academic Leadership Beyond Administration: Trust, Governance, and Faculty Ownership Hetal Jyotkumar Mehta	34
Rethinking Duty of Care in UK Higher Education: Student Mental Health Governance, Accountability and Regulation in a Digital Era Siavash Mahvash	35
Artificial Intelligence in Education Management: Opportunities and Challenges in the Modern World Andrzej Walner	36
INDIA – EU Free Trade Agreement (FTA) and Opportunities for Education in Indo-Polish Arena Rajesh Khajuria	37
Re-Gendering Nicotine: Zyn, Optimization-Oriented Masculinity, and Symbolic Recoding in the U.S. Nicotine Market Nikola Drašković, Romana Sabljčić	38
The Mediating Role of Foreign Language Learning Motivation in the Relationship Between Self-Esteem and International Career Plans Among University Students. Göksel Coşkun, Ejđane Coşkun, Adnan Taşgin	39

Abstract Title	Page No.
Managing the risk or resource curse: institutional comparison of Poland and Norway Magdalena Melke	40
EU's Human Rights Priorities and Awards Mechanism in the MENA: Public Diplomacy Case Study Ibrahim Natil	41
Barriers to Management of Digital Global Solidarity Movement Ibrahim Natil	42
Management & Innovation	
From Traditional KPIs to Digitalization: Performance Measurement System in the UAE Oil and Gas Sector Muawia Salman S. Alnassarwin, Gordon Bowen	43
Agile methodologies and lean management in projects Marek Szewela	44
AI & Digital Transformation	
Organizational Readiness for AI Implementation in Airport Border Control: A Case Study of Dubai International Airport Faisal Almehairbi, Gordon Brown	45
Computer Vision as Enterprise Information Capability in the Brewing Industry: A Conceptual Framework for Quality and Decision Support Krzysztof Rewak, Karol Zygadlo, Mateusz Jackowski	46
Blockchain-Enabled Federated Learning for Secure Digital Transformation in Healthcare Analytics Santosh Gore, Milan Tuba, Eva Tuba, Sujata Gore	47
Novel approach on applicability of complex large scale intelligent data in societal domains Sambit Kumar Mishra	49
AI & Digital Transformation, Data analytics and decision support Wojciech Suchański	50
Cyber Conflict and Sustainable Digitalisation: Business Risks, Resilience, and Governance Through Science Diplomacy approach Fatima Zahra Bensalah	51

Abstract Title	Page No.
Mining, Copper Metallurgy, Geospatial Technologies & Industrial Sustainability	
Human Readiness for Sustainable Digital Transformation in Industrial Regions: A Fuzzy-Based Assessment of Behavioural Readiness Using Situational Judgement Tests from the Copper Basin Jarosław Hermaszewski, Kochana Beata, Patrycja Grześkowiak-Litwicka	52
A Risk Taxonomy for Artificial Intelligence Applications in the Mining Industry Grzegorz Borkowski, Ewelina Ząb	53
Analysis Of The Feasibility Of Implementing Mechanical Cutting Technology in an Underground Copper Ore Mine Miroslaw Lewicki	54
ICT and Artificial Intelligence Tools in Underground Mining: A Decade of Digital Evolution and the Emerging Generation of Data-Driven Decision Makers Waldemar Kisielewski, P. Stefaniak	55



EU Policy on Combating Energy Poverty in Light of National Energy and Climate Plans

Abstract

Energy poverty remains one of the most pressing socio-economic challenges facing the European Union, affecting millions of households unable to adequately heat or cool their homes or meet other essential energy needs. Despite growing recognition of this issue at the EU level, member states differ significantly in how they define, measure, and address energy poverty. This paper provides a comparative analysis of EU member states' approaches to energy poverty based on their National Energy and Climate Plans (NECPs) and the progress reports on their implementation for the years 2021–2022.

The study examines three key dimensions of member states' engagement with energy poverty. First, it analyses the diversity of definitions and conceptual frameworks adopted by individual countries, highlighting the lack of a unified EU-wide definition and its implications for policy coherence. Second, it reviews the indicators used to monitor the scale of energy poverty across member states, comparing their scope, methodology, and the resulting estimates of affected populations. Third, it evaluates the policy objectives and instruments proposed by member states to reduce energy poverty, including financial support mechanisms, energy efficiency programmes, and social protection measures.

The findings reveal considerable disparities among EU member states in terms of the perceived scale of energy poverty, the ambition of their reduction targets, and the comprehensiveness of their policy responses. While some countries have developed well-structured and multi-dimensional strategies, others address energy poverty only marginally within their NECPs. The analysis contributes to the ongoing debate on the effectiveness of EU energy and climate governance by assessing whether current national plans are sufficient to ensure a just energy transition that leaves no citizen behind. The paper concludes with recommendations for strengthening the EU's policy framework to achieve a more coherent and equitable approach to combating energy poverty.

Keywords: Energy Poverty, European Union, National Energy & Climate Plans (Necps), Just Transition.



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Indigenous Knowledge and Informal Recycling Practices - A KM Approach to Sustainable Resource Recovery in Emerging Economies

Abstract

Indigenous knowledge (IK) remains an underrecognized asset within knowledge management, particularly regarding its role in waste reduction and resource recovery in informal recycling systems in the Global South. This study explores how IK shapes informal recycling practices and examines how knowledge management frameworks can better recognise and support these knowledge systems to enhance sustainable outcomes.

This qualitative research adopts a socio-cultural and practice-based perspective, which conceptualises informal recyclers as knowledge holders and entrepreneurial actors embedded within community networks. Data will be collected using semi-structured interviews with focus on Chile, Nigeria and Senegal.

It is hoped that this study would highlight the role of indigenous knowledge in underpinning adaptive, resource-efficient, and contextually grounded recycling practices that significantly contribute to circular economy outcomes. It must be said that this knowledge remains largely invisible due to its tacit, socially embedded, and non-codified nature. The social identity of the informal recyclers/entrepreneurial actors is often shaped by community belonging, marginalisation, and cultural roles which influences their agency as entrepreneurs and knowledge custodians. As such, developing a model that integrates indigenous knowledge into knowledge management frameworks requires approaches that value relational learning, trust-building, and knowledge transformation rather than solely codification.

This study has limitations that suggest directions for future research. Firstly, it is a qualitative inquiry method which offers valuable insights; however, it lacks the generalizability of quantitative approaches. Secondly, the study is limited to Global South countries, there is a need for similar research in other regions to understand cultural variations in informal recyclers/entrepreneurial actors with indigenous knowledge in contextually grounded recycling practices.

It is hoped that the findings from this study will inform the design of inclusive KM practices and policies that recognise informal recyclers as key sustainability actors. Such approaches can improve economic resilience, social recognition, and environmental impact while supporting more equitable circular economy transitions in these countries. The study extends knowledge management theory by foregrounding indigenous, tacit, and community-based knowledge within informal economies, offering a novel lens on sustainability, entrepreneurship, and resource recovery in emerging contexts.

Keywords: Indigenous knowledge (IK), Knowledge Management (KM), Informal recyclers, Entrepreneurship, Sustainability.



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He is a Senior Lecturer in Management (Strategy and Operations) with over eight years of experience in UK higher education and international Transnational Education (TNE) partnerships. He currently serves as Global Partnership Lead for MDIS Dushanbe, Tajikistan. With a strong academic and professional background, he has led programmes, supervised doctoral research, and contributed to academic examinations through teaching, committee work, and roles as an External Examiner.



Project H2VE - Development of Hydrogen Valleys in Europe

Abstract

In response to the growing demand for hydrogen technologies, many European countries are developing so-called Hydrogen Valleys, regional innovation hubs that promote hydrogen applications and strengthen local energy systems. A key factor in the success of these initiatives is the development of a skilled workforce.

The H2VE project focuses on education and training in hydrogen technologies, building sustainable connections between the education sector and industry. As part of the project, Centres of Vocational Excellence (CoVEs) are being established, serving as catalysts for innovation and as a bridge between educational institutions and businesses. CoVEs enable the adaptation of training programs to meet local and sectoral needs and promote knowledge exchange at the European level.

With a future-oriented approach, CoVEs support the development of skills aligned with emerging technologies and labor market trends. The H2VE project aims for the long-term development of a sustainable training ecosystem, ensuring quality, innovation, and sustainability in educational solutions.

The H2VE project lays the foundation for regional economic development, enhancing the competitiveness of regions in strategic sectors and supporting Europe's energy transition.

Keywords: Hydrogen Valleys, Centres of Vocational Excellence, Education, Innovation, Sustainable Development.



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Business Intelligence Systems and HR Analytics in Human Capital Development: Roles within UAE Enterprises

Abstract

Business intelligence (BI) systems and human resources (HR) analytics—often called people analytics—are now foundational to human capital development (HCD) in the United Arab Emirates (UAE). This article synthesises current public strategies and evidence from the UAE context to outline how BI and HR analytics create value across workforce planning, skills development, Emiratisation compliance, productivity management, and governance.

We connect national priorities such as We the UAE 2031 and the National Employment Strategy 2031 to enterprise-level practices, highlight government-led analytics exemplars (e.g., Digital Dubai's HR Analytics and Dubai Government Human Resources' "workforce productivity" initiative), and summarise emerging adoption patterns of AI-enabled analytics in UAE organisations.

We conclude with a capability roadmap tailored to UAE enterprises seeking to mature their BI-enabled HR analytics for measurable human capital outcomes.

Keywords: Business Intelligence (BI), HR Analytics, Human Capital Development, UAE Workforce Strategy, People Analytics.



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With 29 years of service in the Department of Civilian Affairs, I had extensive experience in systems analysis and public-sector operations. Throughout this career, I had contributed to the development and optimisation of information systems supporting organisational efficiency and decision-making.

More recently, I transitioned into academia in a government institute specialising in Business Administration, where I focus on bridging practical government experience with modern business and management concepts.

I holds a Master's degree in Business Administration from the Al-Hosn University, Abu Dhabi, UAE and a Bachelor's degree in Management Information Systems, also earned in Al Ain University of Technology and Science, Abu Dhabi, UAE, professional interests include systems analysis, business processes, digital transformation, and applied business education.



Sustainability in Action: Technology, AI, and Employee Engagement

Abstract

While many organizations recognize environmental sustainability as a key priority, turning that ambition into everyday practice is still a major challenge. This session examines how organizations can translate sustainability commitments as part of their daily operations by leveraging digital technologies, artificial intelligence, and employee engagement.

The aim of this analysis is to understand how technology and organizational factors work together to create measurable environmental sustainability outcomes. The discussion relies on two complementary sources: data from the 2025 Global Sustainability Barometer, which offers insights into how different industries adopt digital and AI tools for managing sustainability, and real examples from sustainability initiatives within our own organization. Together, these sources allow for a comparison between market trends and actual organizational experiences.

Methodologically, the article combines descriptive analysis of Barometer data with qualitative examination of internal case examples. The findings show that technology and AI support environmental sustainability by improving data availability and accuracy, automating data collection, spotting inefficiencies, tracking progress, and informing operational decisions. Specific applications include AI-powered analytics for optimizing energy and resources, predictive insights to aid emissions reduction, and intelligent reporting tools to enhance transparency, governance, and regulatory compliance.

In addition to technology, the analysis highlights the significance of human and organizational factors. Engaging employees, having clear governance mechanism, accountability, and integrating sustainability into existing workflows are crucial for achieving lasting results.

The analysis also identifies common implementation challenges, such as scaling initiatives beyond pilot phases, ensuring data quality, establishing trust in AI-generated insights, and aligning sustainability objectives with broader business priorities.

The session concludes by outlining practical strategies for responsible AI adoption, organizational engagement, and disciplined execution. By combining external evidence with internal practice, it shows how sustainability initiatives can be converted into measurable operational gains and real business value.

Keywords: Sustainability Implementation, Artificial Intelligence, Employee Engagement, Environmental Performance, Organizational Governance.



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Alicja Zalewska-Choma is an Associate Director with fourteen years of experience in the IT sector and six years focusing on sustainability. Her work explores how digital technologies can advance organizational and environmental sustainability objectives, with particular emphasis on effective employee engagement and sustainability education. As part of the Global Sustainability Team, she contributes to the development of cross-regional sustainability programs, environmental governance frameworks, and evidence-based interventions. Alicja collaborates with teams in Latin America and the Iberian Peninsula to translate sustainability insights and industry trends into applied initiatives, including thought-leadership work such as the Global Sustainability Barometer.

Talent acquisition, retention and leadership development in an era of continuous change: a Skills-first approach in practice - a Brose Sitech Poland Case Study.

Abstract

Modern organizations operate under the simultaneous pressure of multigenerational workforces, declining employee engagement, permanent change, and the rapid digitalization and adoption of AI. Global data indicate that approximately 21% of employees are engaged, and that the quality of managers' work remains one of the key factors differentiating team engagement levels (Gallup, 2025). In parallel, employers anticipate a significant shift in competency requirements by 2030, while skills gaps remain one of the main barriers to transformation- reinforcing the move toward a "skills-first" approach.

Moreover, the tension referred to as "stagility" is growing: employees increasingly seek stability, while business demands agility and faster decision-making (Deloitte, 2025). In the context of AI, most companies are investing, yet relatively few declare true implementation readiness and maturity (McKinsey, 2025; Gartner, 2025).

This presentation is based on a case study of Brose Sitech, which develops talent through a dual career pathway (expert and leadership tracks), an annual talent review, clear competency profiles, and a transparent promotion framework. Development is delivered through a blended model combining on-the-job interventions (cross-functional projects, developmental assignments, job rotation) and off-the-job solutions (training, coaching, 360-degree feedback).

The results indicate that Brose Sitech Poland fills approximately 90% of its leadership and expert pipeline internally, with key talents' average tenure of 15+ years. The findings support the proposition that internal mobility reduces the costs and risks associated with the "external hire premium" and accelerates successful transitions into new roles. In response to contemporary challenges, the presentation highlights the need to further strengthen leadership capabilities related to managing multigenerational teams, adapting to continuous change, and improving employee engagement.

Keywords: Talent Acquisition & Development, Retention, Leadership Development, Internal Mobility, Change Management.



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Towards Electronic CRM Adoption in Tourism SMTEs of the Eastern Cape: A Contemporary Review

Abstract

Electronic Customer Relationship Management (e-CRM) has become a strategic necessity within the tourism sector, particularly for Small and Medium-Sized Tourism Enterprises (SMTEs) that operate in increasingly digital and competitive environments.

This paper provides a contemporary review of e-CRM literature, focusing on its adoption and integration, its impact within the South African context, with specific reference to the Eastern Cape. Building upon Vallabh's (2014) foundational study on CRM practices in regional SMTEs, the review traces the shift from traditional, interpersonal relationship management toward data-driven, analytics-based and AI-enabled engagement models. Despite technological advances, many SMEs still face barriers including limited digital literacy, poor systems integration, and weak strategic alignment.

The review synthesises theoretical and empirical insights, maps current global and regional trends, and proposes a research agenda that prioritises benefits through capacity building, data governance under POPIA. Ultimately, it concludes that e-CRM's transformative potential lies not merely in technology adoption, but in cultivating an organisational culture of relationship excellence, ethical responsibility, and continuous learning, all of which are vital for sustainable tourism development in emerging economies.

This study contributes to knowledge by offering e-CRM as a fundamental strategy for gaining competitive advantage in SMTEs.

Keywords: e-CRM, SMTEs, Customer Relationship Management, Digital Transformation, POPIA.



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Investigating the Termination of Third-Party Cookies: Strategic and Ethical Implications for Marketers

Abstract

The termination of third-party cookies signifies a paradigm shift in digital marketing, compelling practitioners to reconsider long-standing models of personalisation, targeting, and measurement.

This study investigates the strategic and ethical implications of this transition, exploring how marketers are adapting through the adoption of first-party data strategies, privacy-first technologies, and contextual advertising. Drawing on qualitative interviews with fifteen senior marketing professionals across sectors including retail, technology, and non-profit, the research employs thematic analysis to uncover tensions between compliance, creativity, and consumer trust.

Key insights reveal that while first-party data fosters direct relationships and reinforces consent-driven engagement, privacy-first technologies introduce analytical opacity that unsettles traditional performance metrics. Contextual advertising, meanwhile, reemerges as a trustworthy yet conversion-challenged alternative. The findings underscore that trust is evolving from a soft principle to a measurable strategic asset.

The study contributes to both academic discourse and marketing practice by illustrating how theoretical frameworks, such as Privacy Calculus, the TOE model, and the Elaboration Likelihood Model, manifest within real-world organisational pivots. The paper advocates for a redefinition of marketing effectiveness grounded in transparency, ethics, and user respect in an increasingly regulated digital environment.

Keywords: Third-Party Cookies, First-Party Data, Privacy-First Marketing, Contextual Advertising, Consumer Trust, Marketing Ethics



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Exploring The Effectiveness of Influencer Marketing in Building Brand Loyalty Among Gen Z Consumers

Abstract

The culturization by the digital and the emergence of peer-based recommendations triggered the current research to assess the extent to which the influencer factors of credibility, content engagement, authenticity, and relationship continuity create brand loyalty among the Z generation.

An explorative study was implemented: a questionnaire regarding the research was shared on the internet and through social media apps, including Instagram, TikTok, Snapchat, and YouTube. Respondents who were 16 to 26 years old formed the sample of 50 participants. The analysis of data was done using SPSS, and the techniques used included descriptive statistics, reliability, and multiple regression.

The findings show that influencer credibility ($\beta = 0.579$), content interaction ($\beta = 0.791$), and authenticity ($\beta = 0.694$) have a significant effect on brand loyalty, as short-term influence has a significantly strong association ($\beta = 0.718$) only in cases that correspond to emotional appeal and long-term brand affinity by influencers.

These results reaffirm the essentiality of powerful emotional appeal and genuineness when cultivating customer confidence and bonding. The brand implications are obvious: brands should develop long-term influence relationships based on mutual trust with their partners.

Keywords: Influencer Marketing, Brand Loyalty, Generation Z, Social Media.



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Consumers' Sustainable Product Recommendation Intention: Do Utilitarian, Emotional, And Social Values Matter?

Abstract

Research on sustainable consumption has so far mostly focused on explaining why consumers buy eco-friendly products, but less emphasis is put on behavior that actively promotes sustainability. This study investigates as to what extent consumers' intention to promote sustainable products is influenced by three value dimensions: utilitarian value, emotional value, and social value referring respectively to functional performance, moral and affective rewards and identity signaling and social approval (Sweeney and Soutar, 2001; Hartmann and Apaolaza-Ibáñez, 2012; Chen et al., 2015; Ajzen, 1991; van der Werff et al., 2013).

The paper builds on a comprehensive systematic literature review (SLR) on empirical studies published between 2010 and 2025. The processual steps of the SLR embraces inclusion and exclusion criteria, data extraction table and a synthesis of findings. The study elicits a conceptual fragmentation in value constructs and on the following research gaps: prior research (1) bundles recommendation-related outcomes such as WOM or eWOM with purchase intention or loyalty rather than modeling recommendation intention as a focal dependent variable, (2) operationalizes recommendation behavior inconsistently using WOM, eWOM, advocacy, or indirect behavioral proxies, and (3) examines heterogeneous value constructs (e.g., functional, emotional, ethical, psychological, or epistemic values) in isolation, limiting theoretical integration. These gaps are consistent with the systematic literature review conducted by Irfan and Bryla (2025), who conclude that no prior study has systematically examined which types of consumer values encourage consumers to recommend sustainable products to others beyond fragmented and indirect evidence.

The initial theory-driven conceptualization created to close this gap is validated by a positivistic epistemological approach. A cross-sectional online survey sampled German consumers who have used or bought sustainable items in the previous six months. The intended sample size is $N = 200$, and multi-item Likert scales are modified from earlier research. Multiple linear regression is used to measure the direct impacts of the three value dimensions on recommendation intention using SPSS. Exploratory factor analysis and Cronbach's alpha are used to evaluate construct validity and reliability.

The study is expected to make two contributions: theoretically, it integrates recurring value mechanisms into an integrated framework for recommending sustainable products; practically, it offers marketers and policymakers practical advice on how to create value propositions and communication tactics that promote consumer-driven advocacy and positive word-of-mouth for sustainable products. This study represents work in progress presenting the key empirical findings at the conference.

Keywords: Sustainable Product Recommendation Intention, Consumer Values, Utilitarian Value, Emotional Value, Social Value.



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Personal Branding in Image Management of Generation Z

Abstract

The aim of this article is to analyse the importance of personal branding in the process of digital transformation among representatives of Generation Z and to compare the results of empirical studies conducted in 2024 and 2025. The authors focus on assessing the level of awareness of the significance of personal branding and identifying key attributes that support its development in the digital environment.

The study conducted in 2024 included 312 respondents, while the comparative study carried out in 2025 involved a group of 391 participants. In both cases, a quantitative research method was applied using a standardized questionnaire survey. The data analysis enabled a comparison of respondents' attitudes and changes in the perception of personal branding over time.

The results indicate that personal branding constitutes an important element of Generation Z's functioning in the digital environment. In 2024, the majority of respondents considered personal branding to be important or very important; however, in 2025 a further increase in the significance of this phenomenon and a higher level of declared awareness of personal branding were observed. In both studies, respondents most frequently indicated creativity and authenticity as key attributes necessary for building a personal brand, accompanied by a growing importance of attributes related to credibility and image consistency.

The conclusions confirm that in the years 2024–2025 the role of personal branding as a tool for conscious image management was strengthened. The findings contribute to a deeper understanding of the behaviours and attitudes of Generation Z and may provide a foundation for further research on the digital transformation of personal brand management.

Keywords: Personal Branding, Generation Z, Digital Transformation, Online Identity, Consumer Behaviour.



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From Disruption to Routinization: Contact Frequency and the Framing of Inbound Tourism

Abstract

The rapid growth of inbound tourism in Japan has intensified debates about overtourism, including its impacts on daily life and on cultural exchange. While previous studies have mainly focused on residents' attitudes toward tourists, less attention has been paid to how young adults interpret and frame these encounters, particularly in relation to the frequency of direct contact. Intergroup Contact Theory (ICT) suggests that interaction between groups can reduce prejudice when certain conditions, such as equal status, cooperation, and institutional support, are present. However, in overtourism settings, contact is often involuntary and occurs in crowded environments where residents and visitors compete for shared space and resources. These conditions may weaken the positive effects predicted by ICT.

This study examines how contact frequency shapes perceptions of inbound tourism among young adults in Japan. Using an explanatory mixed-methods design, the research combines survey data on contact frequency with qualitative open-ended responses. Participants were categorized into high-contact and low-contact groups, and their responses were analyzed through a systematic text analysis.

The results show clear differences in how tourism is framed. Individuals with limited contact tend to emphasize emotional concerns, such as disruption to daily life and safety issues. In contrast, those with frequent contact are more likely to discuss tourism in institutional or policy-related terms, including cultural exchange and destination management. However, more frequent contact does not necessarily lead to more positive attitudes. Instead, perceptions are shaped by how people evaluate the benefits and costs of tourism and by the effectiveness of its management.

These findings suggest that while ICT helps explain some aspects of tourism attitudes, understanding overtourism requires a broader framework that incorporates contact conditions, perceived impacts, and governance.

Keywords: Inbound Tourism, Overtourism, Intergroup Contact Theory, Cognitive Framing, Text Analysis



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Tourism Growth and Economic Dependency in Earthquake-Prone Regions

Abstract

Natural disasters such as earthquakes are characteristically unpredictable and often produce profound socio-economic disruption. Their impact is particularly acute in tourism dependent destinations, where the sector constitutes a primary source of income and employment. This was evident in Turkey following the 2023 earthquakes, among the most powerful seismic events of the 21st century. The disaster generated significant physical destruction and socio-economic instability, with international tourism experiencing the most substantial decline.

This study critically examines the impact of the 2023 earthquakes on tourism in the affected regions and across Turkey more broadly. It seeks to evaluate the effectiveness of crisis management responses and to identify strategic approaches for enhancing resilience and preparedness in tourism destinations exposed to natural hazards. The study analyses the role of the Turkish government in facilitating short-term stabilisation and longer-term recovery, considering physical damage, economic repercussions, security concerns, and reputational impacts on destination image. Employing qualitative content analysis, the research systematically examines official reports, policy documents, tourism statistics, and secondary data sources to provide a comprehensive assessment of the post-disaster recovery process.

The findings indicate that although tourist arrivals began to recover within several months of the disaster, this rebound cannot be attributed solely to domestic crisis management measures. Broader political, regional, and international dynamics also appear to have influenced the pace and scale of recovery. The study contributes to the literature on tourism resilience and disaster management by offering empirical insights into state-led recovery strategies within a major tourism-dependent economy.

Keywords: Earthquake, Tourism Recovery, Promotion Strategies, Content Analysis, Political and Regional Factors.



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An Evaluation of Sustainability of Transnational University Partnerships: A Comparative Case Study of Branch Campuses in the UAE

Abstract

In the dynamic environment with the United Arab Emirates (UAE) as a case scenario, the current dissertation looks into the contextual issues of sustainability in transnational university partnerships (TNE). Employing an interpretivist qualitative multi-case study approach, the research analyzed six International Branch Campuses (IBCs) of UK, US, and French origins through semi-structured interviews and documentary analysis. The research aimed to find major enablers and constraints to sustainability, juxtapose national models of TNE, and suggest a situational framework.

There were supportive regulatory environments and powerful home-institution brands as a general condition of possibility that was observed, which was countered by problems of market saturation and poor deep cultural integration as pervasive obstacles. Distinct national models emerged: UK IBCs prioritized centralized control and brand replication; US IBCs adopted decentralized, entrepreneurial approaches; and French IBCs leveraged niche diplomatic missions with government backing.

It also ends with a new Framework of TNE Sustainability in the UAE, consisting of the three interdependent parts: Strategic Alignment & Value Proposition, Adaptive Governance & Operational Resilience, and Contextual Embeddedness & Stakeholder Engagement. This framework supplements the theories by Dunning on OLI, Institutional, Principal-Agent, as it introduces the idea of the adaptive management of advantages, strategic embeddedness to achieve legitimacy, and goal congruence in the relationship between principals and agents.

The practical implications also provide a pathway to the stakeholders to establish the transformational partnership making tangible contribution to the development of the host nation that created it beyond the existence of the transaction aspect in order to make the effort sustainable in the contemporary environment of global higher education.

Keywords: Transnational Education (TNE), International Branch Campuses, Sustainability, UAE, Higher Education Partnerships



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How to enhance and foster workplace learning on an undergraduate apprenticeship programme through adopting an action learning strategy

Abstract

The apprenticeship provision tends to be led by business needs but run as a collaboration with an educational provider along with nominated departmental heads, mentors, a learning coach and the apprentice, but this relationship can be complex and challenging (Quew-Jones, 2022).

Since the early development of the degree apprenticeship in 2014, there was a need for employers and universities to work together but also involves a close tripartite collaborative partnership (Rowe et al., 2017). However, this relationship can be complex and challenging. This includes empowering the learner (Daley, Coyle & Dwyer, 2016), to be able to apply their learning in reality (Mulkeen et al., 2017; Rowe, Perrin & Wall, 2016). Often the apprentice is faced with the challenge of being encouraged and permitted to use their new knowledge, which requires leadership and managerial support (Irons, 2017).

This action learning and action research study investigated the practice of the apprenticeship experience in the UK through the collaboration between the University provider, the employer and learner coach. The action learning set addressed the complexities of an apprenticeship provision, bridging the gap between management education delivered by a work-based learning approach embedded into the apprenticeship course, to understand how the learners have translated and applied their newly acquired knowledge. The strategy provided a systematic opportunity for all the participants to plan, take action, observing and reflecting, which demonstrated that action learning could be an effective methodology to support apprentices, managers and the learner coach to resolve complex problems through inquiry and critical reflection whereby enhancing the apprenticeship curriculum.

Key findings included the need to cultivate stronger collaboration, to value the apprenticeship proposition and ownership expectations, to support the translation of theory into practise, empowering the apprenticeship mindset and professional identity and finally the need for senior management and leadership support.

Keywords: Action research, Apprenticeship, Action learning, Apprentices, Empowerment.



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Crisis-Driven Migration: Determinants of Sri Lankan Healthcare Professional Migration to the United Kingdom

Abstract

The migration of healthcare professionals from global south to the global north has intensified post-covid, raising significant concerns for the sustainability and health system resilience in sending countries. The 2022 economic crises in Sri Lanka marked a critical turning point in this trend, triggering a rapid acceleration in the mobility of Sri Lankan healthcare professionals to countries such as the United Kingdom.

This research examines the root causes of post-crisis brain drain among Sri Lankan healthcare professionals through the application of the aspirations capabilities catalysts framework (ACC). Drawing on semi-structured interviews with Sri Lankan healthcare professionals currently employed in the UK, the study explores how long-standing migration aspirations and gradually accumulated migration capabilities interacted with crisis conditions to produce sudden and decisive migration outcomes.

The findings indicate that migration aspirations and capabilities existed well before the 2022 crisis but were insufficient on their own to explain the timing of migration decisions. Instead, the economic crisis functioned as a third factor of activation, a catalyst, compressing decision-making horizons, intensifying uncertainty, and eroding trust in institutional recovery. This transformed latent migration potential into immediate action, often framed by participants as “now or never” decisions. This study offers a conceptual clarification by integrating insights from Lee’s push–pull framework with the ACC framework. In the framework, the place of origin and the place of destination are reconceptualised as mixed catalytic environments rather than as sites of unidirectional push or pull. Both locations contain positive catalysts that activate migration as well as negative catalysts that restrain it.

This research argues that while the Aspirations–Capabilities framework provides a robust account of agency and structure in migration decision-making, it is analytically limited in explaining crisis-driven activation processes. By empirically foregrounding this limitation, the study contributes to migration scholarship of healthcare professionals by highlighting the importance of catalysts in workforce mobility during different contexts such as crises.

Keywords: Brain Drain, Healthcare Professionals, Human Resources, Migration, Aspirations & Capabilities.



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Transforming Higher Education through Sustainability and Digitalisation

Abstract

Higher education institutions (HEIs) are undergoing a fundamental shift as sustainability and digitisation converge, giving rise to a "NextGen" business model in education.

The paper examines how higher education institutions incorporate environmental responsibility and digital innovation into their core missions, teaching practices, and operational strategies. It investigates sustainable development approaches connected with global frameworks such as the Sustainable Development Goals, as well as the growing importance of digital technologies, such as online platforms, data analytics, and artificial intelligence, in transforming education and governance.

The study emphasises the link between sustainability and digitisation, illustrating how digital technologies collaborate and facilitate knowledge sharing. At the same time, the article addresses crucial issues, including the digital divide, institutional capacity constraints, and the importance of continued professional development.

Drawing on post-pandemic learning and the development of hybrid models, the report contends that higher education's future rests in an integrated, resilient, and inclusive NextGen framework that prioritises innovation, equity, and environmental stewardship.

Keywords: HE, Sustainability, Digitalisation, NextGen, Knowledge Sharing, of Hybrid Models.



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Redefining Academic Leadership Beyond Administration: Trust, Governance, and Faculty Ownership

Abstract

Academic leadership in higher education institutions is often approached as an administrative function focused on regulatory compliance, documentation, and routine operational management. While such responsibilities are essential, an overly administrative orientation restricts the institution's ability to build sustainable governance systems, nurture academic culture, and ensure meaningful faculty engagement. In the context of NextGen institutions shaped by digitalisation and sustainability imperatives, academic leadership must extend beyond execution to enable long-term institutional resilience.

Situated within the contemporary Indian higher education environment marked by accreditation pressures, policy reforms, expanding digital systems, and evolving faculty roles, this paper examines academic leadership as a governance driven and people centric process. It argues that institutional sustainability depends on the dynamic interaction between trust based leadership, participative and digitally enabled governance mechanisms, and the gradual development of faculty ownership in academic and administrative processes.

Grounded in everyday institutional realities such as shared authority, accountability demands, workload intensification, and technology-mediated decision-making, the study proposes the Trust-Governance-Ownership (TGO) framework as a practical model for understanding leadership effectiveness in digitally transforming institutions. The framework highlights how transparent governance structures, supported by digital tools, can enhance trust and foster collective responsibility among faculty.

Aligned with the vision of Viksit Bharat 2047 and the objectives of the National Education Policy 2020, the paper offers a pragmatic perspective on NextGen academic leadership that integrates sustainability, digitalisation, and human engagement, providing actionable insights for institutional leaders navigating governance and faculty dynamics in Indian higher education.

Keywords: Academic Leadership, Trust-Based Governance, Digital Governance, Institutional Sustainability, Indian Higher Education.



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I am Dr. Hetal Jyotkumar Mehta, Principal of Swami Sahajanand College of Commerce & Management popularly known as SSCCM at Bhavnagar, an autonomous college, recognized by UGC2(f), re-accredited Grade B+ by NAAC. With 27 years of teaching and administrative experience, I have dedicated my career to strengthening higher education, enhancing academic quality, and nurturing young minds through discipline, empathy, and institutional excellence. Under my leadership, SSCCM has achieved several milestones, the most significant being our successful transition to an Autonomous College, a dream accomplished through years of sustained hard work, strategic planning, and rigorous NAAC based quality enhancement.

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Rethinking Duty of Care in UK Higher Education: Student Mental Health Governance, Accountability and Regulation in a Digital Era

Abstract

Student mental health is now one of the most pressing governance issues in the UK higher education sector. Rising disclosures of mental health difficulties, student deaths, increasing inequalities across student groups and deepened regulatory scrutiny have led to expectations of HE institutional responsibilities being reformed. Consequently, universities have responded by implementing and enhancing integration with external health services, improving internal support and following whole-institution approaches. Nevertheless, the governance structure supporting student mental health is still fragmented.

Through this report, the implementation of the duty of care is analysed across three principal layers of governance: (a) institutional (safeguarding, strategy and risk management), (b) regulatory (equality of opportunity frameworks and Office for Students oversight), and (c) health system (local services and NHS referral pathways). Drawing on parliamentary materials, government-commissioned provider research and sector evidence reviews, it argues that universities are increasingly held accountable for student mental health outcomes while lacking control over key clinical and structural determinants.

The report further examines how digital and data-driven transformation is changing this landscape. The increased use of wellbeing analytics, early-warning systems and digital applications improves universities' ability to identify and track risk, but also raises expectations for intervention and liability. As universities adopt predictive and data-driven decision-making for wellbeing, questions arise about surveillance, responsibility, and the limits of institutional liability.

Keywords: Academic Leadership, Trust-Based Governance, Digital Governance, Institutional Sustainability, Indian Higher Education.



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Siavash currently works in higher education, where his responsibilities include programme leadership, staff development, and academic governance. His research interests include applied data use in education, evaluation methodology, and interdisciplinary knowledge translation.



Artificial Intelligence in Education Management: Opportunities and Challenges in the Modern World

Abstract

The rapid development of modern technologies has created new possibilities for integrating artificial intelligence (AI) into education. AI-based tools are increasingly influencing the development of students' competences by responding to their individual needs, learning pace, and abilities. Such personalized support may significantly improve the quality, accessibility, and efficiency of the educational process while simultaneously reducing its overall costs. Moreover, the analysis of data related to learning behaviours, social interactions, and personal motivations provides valuable insights that can help teachers better understand students' needs and enhance learning outcomes.

Despite these benefits, the implementation of AI in education also raises important ethical, social, and moral concerns. Key issues include data privacy, algorithmic transparency, the risk of reinforcing inequalities, and the challenge of maintaining human oversight in AI driven learning environments. These dilemmas highlight the need for responsible development and use of AI technologies.

The aim of this article is to identify both the opportunities and challenges arising from the integration of artificial intelligence into contemporary management education. The analysis demonstrates that AI has the potential to increase the effectiveness of teaching, support individualized learning, and transform traditional educational models. At the same time, it emphasizes the necessity of maintaining a balance between innovation, ethical responsibility, and the protection of human values. The conclusions indicate that the future of education and scientific research will become increasingly connected with AI technologies, requiring thoughtful regulation and informed implementation.

Keywords: AI in Education, Management Education, Educational Technology, Personalized Learning, Data Driven Education.



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INDIA - EU Free Trade Agreement (FTA) and Opportunities for Education in Indo-Polish Arena

Abstract

Since the beginning of diplomatic ties in 1954, India and Poland have had a strong and friendly relationship. This relationship has been further reinforced with Poland's entrance to the European Union in 2004. Recent high-level contacts, some of which include Narendra Modi's visit to Poland in 2024, have served to reinforce the resolve of both nations to further develop their strategic cooperation in the areas of politics, economics, and education.

The projected Free Commerce Agreement (FTA) between India and the European Union, which is anticipated to be concluded in the coming years, has the potential to fundamentally rearrange the dynamics of global commerce and provide new channels for collaboration between India and EU member states, including Poland. The education sector appears as a significant area for bilateral cooperation in this context, particularly in view of India's large youth population and rising skills in information technology and artificial intelligence. This is especially true in light of the fact that India is a developing nation.

Within the larger context of the Free Trade Agreement between India and the European Union, this abstract investigates the possibilities for enhancing educational cooperation between Poland and India. It proposes a five-pronged strategic approach, which includes the following: (1) the establishment of an Indo-Polish university consortium; (2) the enhancement of teaching and experiential learning exchanges; (3) collaborative research and innovation initiatives; (4) "Train the Teachers" (TTT) programs for academic capacity building; and (5) structured institutional partnerships supported by the government.

According to the findings of the study, a coordinated and policy-driven approach to educational cooperation has the potential to act as a catalyst for larger economic and cultural engagement between Poland and India within the context of the emerging global trade architecture.

Keywords: Trade (FTA) – Politics, Education, AI and workforce development.



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Re-Gendering Nicotine: Zyn, Optimization-Oriented Masculinity, and Symbolic Recoding in the U.S. Nicotine Market

Abstract

This paper examines Zyn, the leading nicotine pouch brand in the United States, as a consumer-behaviour case of the re-gendering of nicotine consumption. Historically, cigarette smoking has been strongly associated with masculinity through visibility, ritual, toughness, rebellion, and risk. Zyn, however, represents a materially and symbolically different nicotine format: it is smokeless, discreet, odourless, portable, and compatible with workplaces and social settings in which cigarettes have become increasingly inconvenient and stigmatized. This shift raises an important theoretical question for consumer research: does the rise of nicotine pouches signal the decline of masculinity in nicotine markets, or does it indicate a transformation in how masculinity is encoded through consumption?

Drawing on hegemonic masculinity theory, hybrid masculinities, consumer culture theory, and stigma-oriented marketing research, the paper develops an interpretive single-case study of Zyn based on peer-reviewed studies of nicotine pouch sales, consumer perceptions, advertising content, social media discourse, and regulatory materials. The analysis shows that Zyn should not be understood as a de-gendered nicotine product. Instead, it is interpreted as a case of symbolic recoding in which nicotine is translated from a visible and risky masculine practice into what this paper terms optimization-oriented masculinity.

In this contemporary masculine script, value lies in control, cleanliness, concealability, self-management, and uninterrupted performance rather than in spectacle or overt rebellion. The findings further suggest that Zyn's marketplace meaning is co-produced across three arenas. Brand-controlled advertising sanitizes the product through themes of flexibility, convenience, and freedom. User-generated platform culture remasculinizes it through humour, peer bonding, and male-coded digital sociability. Regulatory authorization, meanwhile, provides conditional legitimacy while youth-use concerns preserve symbolic fragility.

The paper contributes to consumer behaviour research by showing that innovation in stigmatized categories depends not only on functional substitution, but also on the successful symbolic reorganization of identity under institutional scrutiny.

Keywords: Nicotine Pouches, Consumer Behaviour, Masculinity, Symbolic Consumption, Stigma.



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The Mediating Role of Foreign Language Learning Motivation in the Relationship Between Self-Esteem and International Career Plans Among University Students.

Abstract

The aim of this study is to examine the relationship between university students' self-esteem and their intentions to pursue an international career, and to test the mediating role of English language learning motivation in this relationship. The study was conducted using a correlational survey design, one of the quantitative research methods. The sample of the study consisted of a total of 397 undergraduate students enrolled at different universities in Türkiye.

The research data were collected using the Self-Liking/Self-Competence Scale, the English Language Learning Motivation Scale, and the International Career Intention Scale. Descriptive statistics, Pearson correlation analysis, and mediation analyses were employed to analyze the data. The mediation analysis was conducted using the PROCESS Macro (Model 4) developed by Hayes, with the bootstrap method. The findings revealed a positive and significant relationship between self-esteem and English language learning motivation. Furthermore, English language learning motivation was found to positively and significantly predict international career intentions.

Although the total effect of self-esteem on international career intention was found to be significant, the direct effect became statistically non-significant when the mediator variable was included in the model. The results of the bootstrap analysis indicate that English language learning motivation has a significant indirect effect on the relationship between self-esteem and international career intentions.

The findings suggest that university students' international career orientations are shaped not only by individual psychological characteristics but also significantly by their motivation to learn a foreign language.

Keywords: Self-Esteem, English Language Learning Motivation, International Career Intentions, University Students, Mediation Analysis.



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Managing the risk or resource curse: institutional comparison of Poland and Norway

Abstract

According to findings by the Polish Geological Institute-National Research Institute, Poland's prospective copper ore deposits in the ZiemiaLubuska amount to 165 million tons, 98 million tons are economically viable for exploitation. This is one of the most abundant copper deposits in the world. The discovery may contribute to Poland's economic growth and increase its role on the international stage.

Discoveries of resources on such a massive scale can lead to a resource curse. Its negative effects on Poland's economy, political system, and society can dissipate the potential profits from the exploitation of copper deposits. Therefore it is important to present political decision-makers with guideline to possibly mitigate it.

I decided to examine the level of Poland's institutional adaptation to lower the potential risks arising from the resource curse. As an example of an effective approach to this issue, I chose the case of Norway. To analyze Poland's current institutional environment, I used the rational choice institutionalism methodology framework, within which I compared Poland's current institutional framework with the Norwegian one. This comparison is justified because copper is considered the oil of the 21st century and, like oil, is used in a number of economic and technological sectors.

My findings indicate that the greatest challenges facing the Polish institutional system remain: a model of governance based on a decision-making monopoly, nepotism, a lack of sufficient transparency in the management of mining companies and the presentation of reliable budget estimates, and low public access to information in this area.

Polish policymakers and society face a number of institutional and social challenges that must be addressed if Poland is to replicate Norway's success in effectively managing its vast natural resources.

Keywords: Copper, Resource Curse, Poland, Norway, Rational Choice Institutionalism.



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EU's Human Rights Priorities and Awards Mechanism in the MENA: Public Diplomacy Case Study

Abstract

This paper studies the EU's human rights priorities, awards Mechanism and contribution to the democracy in the Middle East and North Africa (MENA). The researcher focuses on civil society organisations' (CSOs) projects funded by the EU in Libya and Lebanon in the post "Arab Spring" era. The researcher has selected two local CSOs from each country to examine their engagement with the EU, funding process, and impact of grants awarded on their target groups and their societies at large. Have the EU funded programs succeeded to empower women's social and political participation? To what extent has EU's funding contributed to CSOs' engagement in democratic process? To what extent have the political environments and local culture of these countries remained a main barrier to CSOs' engagement and contribution to the electoral process? This assists to examine the role of local CSOs and their cooperation with EU's institutions, instruments and mechanism by implementing various actions of women's social empowerment, youth civic engagement and electoral process.

Specifically, the researcher considers the thematic and sub-thematic of democracy and human rights such as women's empowerment, youth civic engagement, and elections and transparency of these countries to enrich debate. Women Empowerment, for example, has been an important topic for international organisations for several years (Lutz, 2016). The researcher reviews existing literature, interviews local CSOs' leaders, volunteers and target groups from the selected CSOs to study impact on "democracies" of these countries. In other words, it examines the efforts and endeavours of local CSOs made to achieve various objectives of EU's awards and grants by organising activities of capacity building training, community monitoring, advocacy, awareness, and media outlets.

The author explores, identifies and examines the impact of the EU's fund on the CSOs' delivered services, the target's groups attitudes and behaviours regarding women's empowerment, youth civic engagement and electoral process in spite of political and social constraints.

Keywords: European Union, Civil Society Organisations, Democracy Promotion, MENA Region, Women's Empowerment



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Barriers to Management of Digital Global Solidarity Movement

Abstract

This paper aims to discuss and analyse management barriers of digital global solidarity movement. The paper examines financial, political and social barriers owing to displacement, human rights violations, donor shifts, disinformation and misinformation campaigns. This paper discusses destruction of civil society, focusing especially, but not limited to, the following questions: What are barriers and challenges facing the digital global solidarity movement while responding to war actions? The societies of Sudan, Palestine and South Sudan in general have been witnessing massive attacks and destruction, owing to wars, displacement, complicity, absence of justice and peace and world disorder. The wars have already destroyed the entire civil society, indiscriminately university, hospitals, civil institutions, schools, roads, worship places, cultural sites, and very historical places.

The entire local civil societies have been living in inhumane conditions which now rely on donor assistance as living in dire conditions and no access to basic food and water for months. They have lived under continuous attacks, violations and "humanitarian weaponisation" for months. The paper also answer the sub-questions: To what extent and how can the digital global civil society actors address these concerns and influence policy makers? What does empirical evidence suggest regarding the implementation of support, stop genocidal actions, promote solidarity with the people, and decolonisation agenda? What are the roles of digital global civil society institutions in the UK? To what extent the previous wars impacted the post conflict process?

This paper also looks at the significant engagement of digital global solidarity movements with local actors including CSOs during wars despite the major challenges that are a result of the repercussions of the successive crises striking the community owing to the ongoing economic, social, political and funding shifts in these countries of Sudan, Palestine and South Sudan.

Keywords: Digital, Solidarity, Global Movement, Civil Society, Human Rights, Social Media.



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From Traditional KPIs to Digitalization: Performance Measurement System in the UAE Oil and Gas Sector

Abstract

The purpose of this paper is to examine the association between the digitalization of Key Performance Indicators (KPIs) process with the effectiveness of Performance Measurement System (PMS).

Data were collected by email survey questionnaire from a random sample of 100 staff working in a major oil and gas company in UAE. The study variables consist of the Independent variable of Key performance indicator process measured through three dimensions of digitalization of KPIs selection, digitalization of KPI data collection and digitalization of KPIs analysis and reporting. On the other hand, the dependent variable of PMS effectiveness, was evaluated on the dimensions of providing accurate and reliable results, support timely management decision-making process and whether it contributes to improved operational performance.

The results reveal that the digitalization of KPIs selection wasn't associated with the effectiveness PMS, while the digitalization of the other two variables of KPIs data collection and analysis and reporting were associated with the effectiveness of the PMS. The study findings provides management with an empirical evidence of the importance of digitalization transformation of PMS system and that moving into digital era is inevitable, indeed, the faster the better.

This study contributes to the limited empirical research examining the PMS digitalization transformation within a specific sector of oil and gas. Literature shows that oil and gas sector remains under-researched (Menhat et al., 2022) though it contributes significantly to the GDP and considered a major driver of economy, thus improving this sector performance would result in enormous benefits.

Keywords: Digitalization, Performance Measurement System, Key Performance Indicators, Oil and Gas.



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Agile methodologies and lean management in projects

Abstract

Contemporary projects are implemented in conditions of high volatility resulting from global crises, supply chain disruptions, geopolitical tensions, and dynamic technological changes. In such realities, many initiatives begin dynamically; however, some assumptions and tasks remain unfulfilled. A key challenge therefore becomes building an organization's capacity for adaptation and effective management of variability.

In the literature on operations and project management, Lean Management, Six Sigma, and the Theory of Constraints are identified as approaches focused on reducing process variability and stabilizing value flow. Lean emphasizes waste elimination and lead time reduction, Six Sigma focuses on minimizing quality deviations, while TOC concentrates on identifying and managing system bottlenecks. The common denominator of these concepts is the pursuit of greater predictability and operational efficiency.

The article presents a case study of the evolution of a project approach within an organization – from a traditional task-based management model to the implementation of a Kanban system as a tool for work visualization and limiting work in progress. The next stage involved introducing retrospectives as a mechanism for continuous improvement and leveraging the Microsoft Teams environment to enhance transparency and streamline communication. Subsequently, project practices were further developed based on Scrum, Design Thinking, and Agile methodologies.

The results indicate that the key factor of effectiveness is not the selection of a single methodology, but rather the organization's ability to reduce its "turning radius" – understood as the time and cost required to respond to change. The integration of Lean and Agile tools increases flexibility, improves workflow, and strengthens a culture of learning, which constitutes a significant element in building organizational resilience under conditions of growing uncertainty.

Keywords: Lean Management, Agile, Variability, Kanban, Project Management.



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Organizational Readiness for AI Implementation in Airport Border Control: A Case Study of Dubai International Airport

Abstract

Despite AI's transformative potential for border control, AI implementation projects struggle due to organizational factors rather than technical limitations. Existing readiness frameworks, including Organizational Readiness for Change (ORC) theory, inadequately address security-critical, multicultural, and multi-jurisdictional contexts. This research investigates challenges and barriers to AI implementation in the aviation sector, specifically focusing on border control.

This is a qualitative case study that takes place at the Dubai International Airport, exploring organizational readiness factors for AI implementation. Through semi-structured interviews with 25-30 participants across senior leadership, middle management, frontline officers, and technical specialists, this research extends ORC theory to account for high security, zero-tolerance failure environments such as border control.

The study addresses two critical gaps: absence of sector-specific guidelines for security-critical environments and limited understanding of moderating organizational factors in non-Western contexts. The research contributes practical guidelines enabling airports and border control agencies to assess and build AI readiness while maintaining security standards and operational excellence in culturally diverse, high-stakes environments.

Keywords: Artificial Intelligence, Organizational Readiness, Border Control, ORC Theory, Dubai Airport



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Computer Vision as Enterprise Information Capability in the Brewing Industry: A Conceptual Framework for Quality and Decision Support

Abstract

To conceptualise computer vision as an enterprise information capability in the brewing industry and to address the limited integration between vision-based analytics and enterprise information management practices supporting quality assurance and decision-making.

An integrative conceptual research approach is adopted, combining the literature on enterprise information management in brewing with research on computer vision applications across stages of the brewing process. Theory building is used to develop a conceptual framework focused on information objects, governance mechanisms and decision pathways rather than on specific technologies or implementations. The conceptual synthesis is informed by iterative expert input from brewing practitioners, including brewers and process technologists, which supported the identification of relevant control points and grounded the framework in operational practice.

A multi-layer framework is developed that explains how visual evidence captured at brewing control points can be transformed into governed enterprise information objects and embedded in auditable decision mechanisms. The framework differentiates sensing, vision intelligence, information aggregation, enterprise decision and organisational impact layers, and identifies identity binding, traceability and governance as central enabling constructs.

The study extends enterprise information management by explicitly incorporating unstructured visual evidence and reframes computer vision from a stand-alone inspection technique into an enterprise information capability. It provides a conceptual basis for integrating vision-derived information with ERP-, MES- and quality management workflows in quality-critical brewing environments.

Keywords: Computer Vision, Enterprise Information Management, Brewing Industry, Quality Management, Decision Support.



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His research focuses on the application of optimization methods and artificial intelligence in the brewing industry, with particular emphasis on optimizing the scheduling of wort production (brewhouse operations) and fermentation processes.





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Blockchain-Enabled Federated Learning for Secure Digital Transformation in Healthcare Analytics

Abstract

Healthcare analytics is increasingly adopting artificial intelligence to extract valuable insights from a massive amount of distributed medical data in hospitals and research organizations. But the challenge is to maintain data security and privacy while collectively developing AI models. Traditional centralized learning methods involve data aggregation, which makes them more susceptible to breaches, non-compliance, and loss of trust among institutions. This has hindered collaboration across organizations and the wider adoption of AI-based healthcare solutions.

This paper presents a secure and privacy-preserving framework for healthcare analytics by combining federated learning with blockchain technology. The proposed framework uses a decentralized federated learning algorithm to collectively train AI models without data sharing, and smart contracts on blockchain maintain transparency and accountability of the model updates. This work further integrates adaptive trust-based aggregation techniques, along with differential privacy and homomorphic encryption, to improve data protection strategies.

Experimental results on real-world healthcare data sets show improved privacy preservation (90%), scalability (85%), and resistance to attacks (95%), while maintaining a competitive level of predictive accuracy (91.5%) compared to the traditional centralized approach. The results obtained from this work clearly show that the integration of blockchain technology with federated learning can greatly improve the security and robustness of the system without affecting the performance of the analytics.

Keywords: Federated Learning, Blockchain Security, Privacy-Preserving Healthcare Analytics, Differential Privacy, Secure AI Systems.



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Novel approach on applicability of complex large scale intelligent data in societal domains

Abstract

In general, transformation of applications linked to societal domains provisioned with complex large scale data may be quite tedious using conventional techniques. In such situation, usage of artificial intelligence by initiating decision making process on data and implementing predictive analysis with intelligent automation can overcome these difficulties. So while focusing as well as extracting meaningful facts from complex and large-scale datasets, specific simulation may be required to measure the complexities and optimality in the process. As such, the major approach may be involved leveraging large datasets to inform policies and strategic planning and through the deployed techniques, it may be easier to identify patterns and correlations to monitor effective interventions.

Citing as an example, the system provisioned with Artificial Intelligence can analyze specific as well as generalized data to optimize resource allocation. Considering all the situations, it can also minimize manual work schedules and enhance efficiency in service delivery. Somehow as automation ensures faster service accomplishment, so permitting to the users to prioritize on complex decision-making may be more essential. In such situation, implementation of Particle Swarm Optimization (PSO) technique to leverage complex large-scale intelligent data in all respect may be required towards obtaining optimality within the process while AI and Data Science hold significant potential to address complex social challenges by enhancing efficiency, inclusivity, and impact along with the responsibility to integrate social systems with sustainable development and strengthen the effectiveness in increasingly data-driven world.

Keywords: PSO, Societal Domain, Large Datasets, AI And Data Science, Data Driven Application.



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Dr. Sambit Kumar Mishra is having more than 28 years of teaching experience in different AICTE approved institutions in India. He obtained his bachelor's degree in Engineering in Computer Engineering from Amravati University, Maharashtra, India in 1991, M.Tech. in Computer Science from Indian School of Mines, Dhanbad (Now IIT, Dhanbad), India in 1998 and Ph.D. in Computer Science and Engineering from Siksha 'O' Anusandhan University, Bhubaneswar, Odisha, India in 2015. He has more than 37 publications in different peer reviewed International indexed Journals and editorial board member of different peer reviewed indexed Journals. He is involved with book series and journals of repute from Springer, Inderscience and IGI Global as Guest Editor. His areas of research are Data Mining, Database Engineering and Computer architecture. Presently he is working as Professor in the Department of Computer Science and Engineering, and Dean(R&D) at Gandhi Institute for Education and Technology, Baniatangi, Bhubaneswar, Odisha, India.



AI & Digital Transformation, Data analytics and decision support

Abstract

The modern automotive industry faces the need to increase flexibility and efficiency while maintaining the highest quality standards. One of the key elements enabling these goals to be achieved is the use of real-time production data as part of the smart factory concept.

In my presentation, I will present a practical approach to building a Smart Factory Environment in an automotive manufacturing plant. I will discuss the process of integrating machines with IT systems, collecting data on manufactured parts and machines operating status as well as ways of processing this information in real time. I will focus on how such data can be used to create advanced visualizations, reporting systems, and analytical tools that support quick and accurate operational decisions.

I will show how access to current production data enables optimal line performance management, downtime prevention, anomaly detection, and prediction of potential problems. I will present examples of real-time analytics applications that allow operators, leaders, and maintenance teams to respond immediately, basing their decisions on facts rather than intuition. I will emphasize how digital process transparency increases organizational cohesion and accelerates the decision making cycle.

In our factory, the approach to developing IT systems integrates two complementary methodologies, selected according to the nature of the requirements and the dynamics of change. Business requirements that are clearly defined in advance and have a well specified functional scope are executed using the Waterfall methodology. This ensures stable planning, controlled execution, and predictable delivery of critical production solutions.

Conversely, the development of IT technologies—encompassing new functionalities, applications, and analytical tools—is carried out using Agile methodologies. This enables iterative value delivery, rapid concept verification, and flexible adaptation of solutions to evolving user needs and the fast paced nature of technological advancement.

This approach aligns with the practices recommended in Jarosław Gracel's book "Jak przekuć projekt technologiczny w biznesowy sukces" ("How to Turn a Technology Project into a Business Success"), which presents numerous examples and practical guidelines for effectively implementing digitalization within production environments. I will conclude with practical recommendations for organizations embarking on the transformation to a smart factory and an overview of the benefits of a data-driven decision making culture.

Keywords: Smart Factory, Real-time data, Digital decision support, Integration of machines with IT system, Analysis and visualization of production processes.



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Wojciech Suchański — a graduate of Wrocław University of Science and Technology in Automation and Robotics, as well as postgraduate studies in Project Management at Wrocław University of Economics and Business. He has been professionally involved in the automotive industry for 15 years. He gained experience by programming machines and automated production lines. Currently, he is responsible for machine integration with IT systems and manages a team of IT specialists, leading the Shopfloor Digitalization area at Brose Sitech as an IT Manager.

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Interior Solutions

Cyber Conflict and Sustainable Digitalisation: Business Risks, Resilience, and Governance Through Science Diplomacy approach

Abstract

Sustainable digitalisation is now central to next generation businesses. It supports innovation, efficiency, and new ways to achieve sustainability goals. However, this shift is taking place in an era of cyber conflict. Consequently, digital systems and data can be disrupted, stolen, or manipulated, and then creates serious risks for sustainable business.

This conceptual and policy paper investigates cyber conflict as a major risk to sustainable digitalisation. It spotlights business risks, resilience, and governance. The paper argues that cyber conflict is not only a technical problem, but also a strategic and sustainability issue. In this regard, cyber-attacks can reduce trust, interrupt services, and weaken digital transformation plans. They can also damage customer privacy and expose sensitive information. These risks affect business performance and long-term sustainability. However, sustainability and digital transformation strategies are often discussed separately from cyber conflict dynamics. As a result, cyber security is repeatedly treated as an operational IT issue rather than a core sustainability governance concern. Moreover, science diplomacy is rarely considered as a policy tool for strengthening business resilience against cross-border cyber risks.

The paper highlights key challenges for businesses. These include data breaches, ransomware, supply chain vulnerabilities, and attacks on critical services. It also discusses risks related to sustainability reporting, such as manipulation of Environmental, Social, and Governance (ESG) data and carbon disclosure information, which can reduce transparency and public confidence.

Furthermore, the paper uses a science diplomacy approach to examine governance solutions. Science diplomacy can support cooperation, shared knowledge, and international norms, in addition to building trust between stakeholders for responsible digitalisation. Practical implications are presented for policymakers, regulators, businesses, and sustainability reporting bodies. The paper proposes policy recommendations such as integrating cyber resilience into ESG governance, strengthening digital accountability standards, and supporting cross-sector and cross-border cooperation.

Keywords: Sustainable Digitalisation, Cyber Security, Cyber Conflict, ESG Governance, Business Resilience



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Human Readiness for Sustainable Digital Transformation in Industrial Regions: A Fuzzy-Based Assessment of Behavioural Readiness Using Situational Judgement Tests from the Copper Basin

Abstract

Digital transformation in industrial regions depends not only on technology but also on how people behave and adapt within complex socio-technical systems. Although research on digitalisation and sustainability often focuses on organisational structures and technological maturity, much less attention is paid to the behavioural readiness of young people entering the labour market.

This study examines behavioural readiness for sustainable digital transformation in an industrial context. It aims to assess how well young individuals are prepared to function in digitally transformed and sustainability-oriented workplaces. The study applies situational judgement tests combined with fuzzy logic modelling to develop the Human Digital Sustainability Index (HDSI), a composite indicator of behavioural readiness. Empirical data were collected from over 2,100 pupils and students in the Copper Basin industrial region in Poland.

The results show that behavioural readiness is a continuous and differentiated construct rather than a binary attribute. Communication and teamwork appear as relative strengths, while emotional regulation and conflict management represent potential behavioural bottlenecks. The analysis also identifies distinct readiness profiles, indicating that individuals with similar overall readiness levels may rely on different strategies of action.

These findings highlight the importance of integrating behavioural readiness into enterprise digitalisation strategies and regional development policies. The study contributes to enterprise information management research by demonstrating that sustainable digital transformation requires not only technological investment but also systematic attention to human behavioural factors.

Keywords: Sustainable Digital Transformation, Human and Behavioural Readiness, Enterprise Information Management, Situational Judgement Tests, Industrial Regions.



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Dr Jarosław Hermaszewski is Rector of the State University of Applied Sciences in Głogów, Poland, and a researcher in management sciences. His scholarly work focuses on behavioural readiness, sustainable digital transformation, and organisational adaptation in dynamic socio-technical environments. He specialises in the application of fuzzy logic modelling, situational judgement testing, and multidimensional measurement frameworks to the analysis of human and organisational performance. His research integrates behavioural science with management theory to develop empirically grounded tools for assessing adaptive capacity in digitally transforming systems.



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A Risk Taxonomy for Artificial Intelligence Applications in the Mining Industry

Abstract

The mining industry is increasingly deploying tools based on artificial intelligence (AI), including predictive maintenance systems, autonomous haulage systems, and decision-support platforms, with the aim of enhancing occupational safety, operational efficiency, and the achievement of sustainability objectives. Existing research has predominantly focused on the technological and operational benefits of these solutions, providing extensive evidence of their potential in areas such as geological modelling, equipment monitoring, and mine planning. At the same time, the risks associated with the implementation and use of AI tools in mining remain fragmented, frequently examined in a partial manner or from a cross-industry perspective.

This fragmentation is particularly problematic in the mining context, where high levels of geological uncertainty, the safety-critical nature of operations, and significant environmental and social impacts amplify the consequences of inappropriate or poorly governed technology use. The absence of a coherent, sector-specific risk typology constrains both theoretical development and the capacity for informed, responsible management of AI tools in mining practice.

The objective of this article is to develop a hierarchical taxonomy of risks related to the implementation and use of AI-based tools in the mining industry. The study is based on a systematic literature review (SLR), complemented by expert interviews that enabled a deeper interpretation of the review findings and their contextualisation within the operational realities of mining sites.

The contribution of the article is a multi-level, mining-specific risk taxonomy, encompassing strategic-economic, organisational-social, and technical-operational risks, directly linked to specific classes of AI tools and mining practices. The proposed taxonomy provides a structured foundation for further empirical research and for the design of frameworks supporting the responsible use of AI in the mining sector.

Keywords: Artificial Intelligence, Risk Taxonomy, AI Governance, Mining, Smart-Mining



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Grzegorz Borkowski is a teaching staff member at the Wrocław University of Economics and Business. He is currently pursuing a PhD in management, with his doctoral research focused on risk management in artificial intelligence projects. His academic interests center on risk management and project management. In particular, his research covers: software risk management, AI risk management, the design and development of risk management frameworks.



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Data analyst and doctoral researcher specializing in process management and the organizational implementation of artificial intelligence solutions. Her professional background includes experience in global corporate environments, where she focused on data analysis, reporting, and process optimization using Excel, Power BI, SQL, and Microsoft 365 tools.

Her academic interests center on process maturity, organizational readiness for AI adoption, and the interplay between technological transformation and management practices. She adopts a process-oriented and qualitative research perspective, exploring how organizations develop capabilities to effectively implement AI-based solutions.



Analysis Of The Feasibility Of Implementing Mechanical Cutting Technology In An Underground Copper Ore Mine

Abstract

In the underground mines of KGHM Polska Miedź S.A. the extraction is conducted primarily based on a room-and-pillar mining system with roof sagging. The process relies on the technology of cyclic splitting of headings to detach ore. The system allows the use of the technique of splitting to effectively detach the ore from rocks with compressive strength above 150 MPa. The use of self-propelled SMG mining machines in the production cycle allows for effective execution of mining operations. The coordination of LK loaders with various bucket capacities in conjunction with WO haul trucks facilitates an effective haulage of ore to the belt conveyor transfer point. Furthermore, in the course of the mining process, other self-propelled mining machines are used, such as drilling rigs, bolting rigs, scaling machines, bulldozers, and auxiliary equipment.

Effective management of such a highly diverse and quantitatively extensive machine park is a significant organizational and technical challenge. It becomes necessary to build specialized mechanical maintenance chambers that provide specialized service operation of these machines based on periodic OT technical inspections. The utilization of the existing technical infrastructure based on the used mining system and the implementation of specialized mechanical mining cutters for copper ore in the cutting area creates multiple opportunities for a qualitative change of the process of copper ore extraction.

The article addresses available design solutions of mining machines capable of effective execution of the process of mechanical ore cutting in underground mining conditions. Furthermore, the implementation of the mechanical cutting technology based on disc cutting tools allows the deployment of this technology in cutting highly competent rocks. Limiting the number of mining machines used in the extraction process, together with the application of the mechanical cutting, provides opportunities to conduct continuous mining operations while preserving operational and economic efficiency.

Keywords: Underground Mining Operations, Mechanical Cutting



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Lecturer in the field of mining and geology. Range of subjects:

- construction and operation of machines,
- metrology and measurement systems,
- electrical equipment and automation,
- vertical and horizontal transport,
- diagnostics and assessment of the technical condition of machines,
- electrical and combustion mining machines,
- theory of movement of mining machines,
- mechanization systems in mining.

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Scope of activities: underground machines, budgeting combined with cost analyses, work efficiency analyses, monitoring of mining machine operations, use of the Total Cost of Ownership (TCO) method for ongoing analysis of the operation of underground machines within the cost and production framework.



ICT and Artificial Intelligence Tools in Underground Mining: A Decade of Digital Evolution and the Emerging Generation of Data-Driven Decision Makers

Abstract

Underground mining is undergoing a profound technological transformation driven by the rapid development of digital and intelligent information systems. Over the last decade, advanced ICT tools, artificial intelligence, and context-aware computing have become integral elements of the underground mining ecosystem. These technologies enable real-time monitoring of production processes, predictive maintenance, and data-based optimization of operational decisions under conditions of high situational uncertainty.

At the same time, a generational change is taking place – managers born in the 1980s, raised in the era of computer games and digital interfaces, increasingly demand precise, measurable data and contextual awareness for strategic decision-making. This evolution not only redefines management culture in mining enterprises but also highlights the growing gap between technological capabilities and current educational frameworks.

The paper analyses progress in AI-assisted process control and optimization in underground mines, discusses the changing competencies expected of engineers and managers, and outlines directions for the modernization of academic curricula to meet the demands of the digital mining era.

Keywords: Underground Mining, Artificial Intelligence, Digital Transformation, Smart Mining Systems, Engineering Education



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Waldemar Kisielewski is a scientist and engineer who successfully combines practical experience—gained in industry—with academic experience, providing a solid theoretical foundation for describing phenomena in such a demanding field of science as mechanical engineering.

He has 20 years of professional experience in industry, holding positions ranging from design engineer, to senior design engineer, leading engineer, design specialist, and technical project manager. These positions and projects in diverse environments and industries provide solid practical experience.

On the other hand, his academic experience, as an assistant and adjunct, provides tremendous opportunities for personal and scientific development. He is the co-author of numerous scientific papers in the field of mechanical engineering for mining applications. He is the author and co-author of numerous Polish, European, and international patent applications.





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