



BOOK OF Abstracts

International Scientific Conference
'Leaders of the Future: Project
Management and Innovation'

24 April 2026

hybrid event: online and in-person (Szczecin, Poland)



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Narodowy Instytut Wolności
Centrum Badań i Współpracy Obywatelskiej

Sfinansowano ze środków Narodowego Instytutu Wolności –
Centrum Rozwoju Społeczeństwa Obywatelskiego w ramach
Korpusu Solidarności – Rządowego Programu Wspierania i Rozwoju
Wolontariatu Systematycznego na lata 2018-2030



Rządowy Program
Wspierania i Rozwoju
Wolontariatu Systematycznego
na lata 2018-2030
**Korpus
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Adamczyk Natalia, Pilarczyk Zuzanna

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Rozwój ekosystemu innowacji lecznictwa uzdrowiskowego jako instrument wsparcia uzdrowisk

Innovation ecosystems (IEs) are a key success factor in the business models of health resorts (HRs). There is a lack of research in the area of HR treatment IE development and HR support instruments in the context of modernizing medical services. This concerns the identification and extent of diversity in existing IEs of this type. Therefore, the aim of this study was to systematize the causes and effects of the diversification in the use of HRs IEs. The following research questions were posed: 1) What are the causes and effects of the diversification in the use of HRs IEs? 2) What are the opportunities and challenges related to knowledge exchange and co-creation of innovation using IEs encompassing balneological institutes? The research method was an exploratory and comparative case study. The theoretical justification, based on literature research, was provided by models of the co-creation process in HRs IEs and a model of inter-industry collaboration. The case selection was purposeful and encompassed the most advanced HRs IEs related to the operation or design of balneological institutes in France, the Czech Republic, Germany, and Poland. A comparative analysis matrix was used in categories related to the aforementioned theoretical models, which was completed based on a literature review, which then led to the compilation of categories for the comparison matrix. Based on this, HRs IEs were systematized according to their functional scope. Subsequently, a discussion of the results identified and explained the scope of the diversity in the functions of HRs IEs, creating a model of the advancement of HRs IEs. The reason for the diversification in the use of HRs IEs is the diversification in the use of institutions relevant to IEs, primarily balneological institutes. The diversification in the use of HRs IEs results in diversified knowledge about how to co-create within IEs. Knowledge exchange and co-creation of innovation using IEs encompassing balneological institutes is the opportunity to accelerate interaction and information flow and the challenge to integrate stakeholder collaboration in the development of balneological institutes. The HRs support system, i.e., programs, institutions, and projects supporting the development of HRs treatment, should focus on improving the therapeutic attractiveness, clinical standards, and effectiveness of HRs treatment through: 1) Establishing R&D institutes that create innovative HRs treatment products. 2) Creating scientific and treatment centers that provide a platform for collaboration between clinicians and scientists employed at medical universities and research institutes and HRs treatment. 3) Creating specialized HRs scientific journals.

Akhalaia Nana

Georgian Technical University

The Role of Decision-Making Technologies in the Context of Sustainable Development: An Analysis of Ethical and Responsible Use Based on the Example of Georgia

In the context of digital transformation, decision-making technologies have a significant impact on the process of planning and implementing public policy. Artificial intelligence, big data analytics, decision support systems, and geoinformation technologies are used to increase economic efficiency, reduce social inequality, and manage environmental risks. The use of technological tools comes with ethical and societal challenges, especially in countries where institutional capacity and data infrastructure are under development. The aim of the article is to provide a comprehensive analysis of the role of decision-making technologies in the context of sustainable development and to identify the principles that ensure their ethical, responsible, and socially just use, using the example of Georgia. The research is based on documentary analysis, a review of international frameworks, and a critical assessment of national practices. The Sustainable Development Agenda (United Nations Sustainable Development Goals – SDGs) presents modern states with complex challenges that require multisectoral, data-based, and long-term solutions. In this context, decision-making technologies are increasingly seen as an effective tool for policy planning, implementation, and monitoring. Digital platforms, algorithmic models, and analytical systems allow for the processing of large volumes of data and the reduction of the influence of subjective factors on the decision-making process.

However, integrating technological solutions is not a cost-neutral process. Algorithmic bias, unequal access to data, and lack of institutional accountability pose risks to social justice and democratic governance. These challenges are particularly relevant in countries with economies in transition, including Georgia, where digital governance and the localization of the Sustainable Development Goals are taking place in parallel.

The aim of the article is to analyze the role of decision-making technologies in the process of sustainable development using the example of Georgia and to establish the basic principles that ensure an ethical and socially just framework for their use.

Akhobadze Nino

Georgian Technical University

Integrating Design Thinking into Architectural Education: Preparing Students for Project Leadership and Innovation

Design Thinking has emerged as a powerful methodology for addressing complex, ill-defined problems through human-centered, creative, and iterative processes. In the context of architectural education, where students are expected to operate at the intersection of technical competence, creativity, social responsibility, and project coordination, Design Thinking offers a strategic framework for preparing future professionals for leadership roles in increasingly complex project environments. This

presentation explores how integrating Design Thinking into architectural curricula can strengthen students' readiness for project leadership and innovation.

The central research question guiding this study is: *How can Design Thinking be effectively embedded in architectural education to develop leadership competencies and an innovation-oriented mindset among students?*

The purpose of the presentation is to demonstrate that Design Thinking is not merely a creative tool, but a structured approach that aligns closely with the principles of contemporary project management, collaborative leadership, and sustainable innovation.

The study is based on a mixed-methods approach implemented during the 2024–2025 academic year within selected architectural design studios. Data were collected through classroom observations, student project documentation, reflective journals, and semi-structured interviews with students and instructors. Quantitative data from pre- and post-course surveys measured changes in students' self-perceived competencies in problem framing, teamwork, communication, and decision-making. Qualitative data were thematically analyzed to capture shifts in learning behavior, collaboration patterns, and attitudes toward uncertainty and risk.

The findings indicate that Design Thinking significantly enhances students' capacity to structure complex problems, work effectively in multidisciplinary teams, and iterate solutions based on user feedback. Participants demonstrated increased confidence in leading project processes, articulating ideas, and managing ambiguity—core competencies for project leadership. Moreover, students began to perceive architectural projects not only as design tasks but as value-driven processes with social, environmental, and entrepreneurial dimensions.

The presentation concludes that integrating Design Thinking into architectural education creates a bridge between studio-based learning and real-world project environments. It fosters a mindset oriented toward innovation, responsibility, and leadership. These outcomes suggest that Design Thinking can serve as a foundational pedagogical model for preparing future architects to act as project leaders capable of navigating complexity, driving innovation, and contributing meaningfully to sustainable development.

Bednarz Bartłomiej

Krakow University of Economics

ENGINE project: an innovative approach to rural entrepreneurship and innovation education

Entrepreneurship and innovation (E&I) education in higher education remains largely focused on urban and technology-driven contexts. Rural areas are more often framed as recipients of development support than as places where innovative entrepreneurial ventures can emerge and thrive. The ENGINE project (ENTrepreneurial rural Growth through exchanging of Good practices wIthIn Network Education) is an Erasmus+ initiative led by the Krakow University of Economics in cooperation with partners from Germany, Portugal, Italy, and Greece. It aims to develop a new, context-specific

approach to E&I education tailored to the needs of rural areas, with EDUPACK an innovative educational tool as its key output.

This presentation covers the project's approach and the findings of the project's first research phase, addressing two research questions: what competencies does rural E&I require, and to what extent do existing university programmes develop them?

The study draws on both primary and secondary data collected between October 2024 and February 2026. In the E&I competency identification phase, primary data were collected through focus groups with rural stakeholders from partner universities' regions, complemented by secondary data from desk research. The analysis of existing study programmes relied on secondary data in the form of course descriptions and syllabi, interpreted against a methodological framework drawn from desk research on entrepreneurship education literature. The findings of both phases directly informed the design of a standardised content plan, student profile and stakeholder mapping, which form the foundation for the development of the EDUPACK.

The findings reveal several key conclusions. First, rural E&I requires competences that differ from urban-oriented approaches, with greater emphasis on local resource mobilisation, community embeddedness and context-sensitive innovation. A shared set of core rural E&I competencies was identified across partner regions, confirming that a common yet context-sensitive standardized content plan and student profile are both feasible and needed. Second, certain gaps exist between the competencies rural E&I demands and those currently developed in existing study programmes, where rural contexts rarely serve as an explicit reference point. Third, external stakeholders representing the Quadruple Helix sectors (academia, business, government and civil society) hold significant potential to enrich rural E&I education and their more systematic involvement could substantially strengthen the educational process. Taken together, these findings highlight the key elements that rural E&I education should address: a context-sensitive content plan, a clearly defined student profile and structured stakeholder engagement, providing an evidence-based foundation for the development of the EDUPACK tool.

Białas Karolina

University of Szczecin, Science-Up's Mentees

Innovation Management in the Financial Sector: A Comparative Analysis of Metaverse Strategies (Web3 and Web2.5) Based on a Case Study of PKO Bank Polski

Purpose: The objective of this paper is to understand and evaluate the diversification of early metaverse strategies in the financial sector. The study aims to identify how the technological architecture of a selected virtual platform - decentralised and blockchain-based (Web3), or centralised and focused on gamification (Web2.5) - determines strategic goals, the customer communication model, and precise target audience selection. The phenomenon is verified based on the pioneering actions of PKO Bank Polski, the first financial institution in Poland to take organised steps in virtual worlds.

Methodology/Approach: A multi-stage, qualitative exploratory approach was adopted. First, a systematic literature review was conducted, allowing for the structuring of concepts related to the metaverse in business and the identification of research gaps. This provided the necessary theoretical foundation for applying a comparative case study method. Two radically different implementation environments were examined: the Virtual Rotunda on the Decentraland platform (Web3) and an educational map in the game Fortnite (Web2.5). The empirical study was supplemented by a multi-source desk research analysis covering materials collected from 2023 to the first quarter of 2026. The evaluation included official corporate communications, campaign reports, and independent expert interviews.

Findings: The research demonstrates that Web3 environments, characterised by a higher technical barrier to entry (e.g., the requirement to integrate cryptocurrency wallets), serve the bank primarily as a technological "sandbox," an innovation incubator, a public relations tool, and an employer branding platform (B2B) aimed at highly qualified IT specialists. In contrast, centralised gaming platforms (Web2.5) constitute a highly effective mass communication channel (B2C), enabling direct outreach to Generation Z and Alpha. The integration of gamification mechanisms and unobtrusive financial education within the Fortnite environment translated into unprecedented user engagement, averaging 26 minutes of active brand interaction.

Practical Implications: Organizations considering digital expansion in immersive environments must strictly avoid a "one-size-fits-all" approach. An effective and sustainable strategy requires channel diversification and precise alignment of platform specificity with established business objectives. Furthermore, in closed gaming ecosystems, traditional advertising should be replaced by co-creating value with the community and unobtrusive, tailored education.

Originality/Value: This paper fills a significant research gap regarding empirical and comparative studies of metaverse implementations within the conservative banking sector in Central and Eastern Europe. The study provides a unique comparison of strategic differences between open blockchain-based worlds and closed entertainment systems, verifying their actual utility in a real business environment.

Keywords: metaverse, innovation management, banking sector, Web3, Web2.5, PKO Bank Polski, case study, gamification, digital transformation

Biesiada Michał

University of Gdańsk

The influence of the prosumer orientation of sports fans on their co-creation of sports events with the participation of the sports club they support

Sports economics literature increasingly recognizes that sports fans are prosumers in the sports market. The term "prosumer" is a combination of the words "producer" and "consumer" and refers to a consumer involved in co-creating and promoting their favorite brand's products, or in the simultaneous production and consumption of products and services. Sports fans attending a sports event at a sports facility are

prosumers in the sports market, as they co-create the sports product, which is a sports event, by creating the atmosphere at the sports facility and organizing the match events, and by co-creating this product, they are also its consumers. Moreover, by showcasing their connection to a given sports club, they contribute to the promotion of its brand and the products they co-create. Due to the specific characteristics of sports fans resulting from their emotional attachment to their chosen sports clubs, such as their extensive knowledge of their chosen sports clubs, their desire to influence the decisions of sports product manufacturers, and their desire to influence the operations of their chosen sports clubs, they may demonstrate a high prosumer orientation towards their chosen sports clubs. The aim of this paper is to demonstrate how a prosumer-oriented sports fan base can influence a sports club's production of high-attendance events. A case study approach was employed to achieve this goal. The analysis examines the actions of Ruch Chorzów football club fans who demanded that the club's event be moved to a sports arena with a significantly larger seating capacity than the one the club previously hosted. This would enable a much larger attendance at the club's matches and allow the fans to create a spectacular sports spectacle. Ruch Chorzów played its home matches at the 9,736-seat stadium in Gliwice. The club's fans demanded that Ruch's match against Wisła Kraków, with which they are friends, be moved to the Silesian Stadium, which has a capacity of 54,378. Ultimately, the match between Ruch and Wisła was played at the stadium in Gliwice, but the actions of the club's fans may have been the reason why a few months later the club moved its sports competitions as hosts to the Silesian Stadium, which resulted in a significant increase in the number of spectators attending sports events involving the club at its home stadium. Ruch matches played by the club at the Silesian Stadium against Śląsk Wrocław, Legia Warszawa, Górnik Zabrze and Widzew Łódź were attended by 29,089 spectators, 37,223 spectators, 38,106 spectators and 49,514 spectators, respectively. The high levels of spectator attendance at sporting events involving the club played at its home stadium, achieved as a result of the prosumer orientation of Ruch Chorzów fans, mean that sports clubs should cooperate intensively with the purchasers of their products, i.e. sports fans, in order to co-create high-quality sporting events with them and adapt to their needs.

Binkowska Magdalena

University of Economics in Katowice

Concept of integrating design thinking into the close-out phase of the new product development process in the automotive industry

The application of design thinking in the close-out phase of the new product development process in the automotive industry remains an insufficiently explored research area, despite the growing importance of this phase for identifying problems that emerge after the start of production. The aim of this paper is to present an outline of a concept for integrating the design thinking approach into the close-out phase of the new product development process in the automotive industry.

The research question addresses the possibilities and scope of applying design thinking principles and tools during the close-out phase in order to support the identification and resolution of post-production issues. The paper is based on a literature review in

the fields of design thinking and new product development management, complemented by participant observation conducted during new product development processes in an automotive industry environment.

The results of the analysis indicate the potential of design thinking as an approach that supports systematic project reflection, organizational learning, and the identification of problems emerging after production launch. The conclusions suggest that integrating design thinking into the close-out phase may contribute to the improvement of new product development processes in the automotive industry.

Borowiak Weronika

Non-affiliation

Employee Management in the Individualistic Era. Research review on Gen Z work life

This article is focused on Generation Z and what is important for them in their workspace. As the youngest generation on the labour market, they represent a relevant research subject, as many organisations have not yet fully adapted to their expectations, values and preferred work styles. The aim of this research is to explore the changes that should be implemented in the labour market and organizational management strategies in order to best utilise the professional potential of Gen Z. The research focuses on three main areas important for employee management: project management methodologies, leadership styles and motivation management. The data is gathered through a literature review of both psychological and managerial literature relevant to the subject, allowing for an interdisciplinary perspective on Gen Z's workplace behaviour and preferences. The findings indicate that in terms of project management it is found that Gen Z is best managed through agile methodologies. Such approach provides adaptability, encourage collaboration and offer a less rigid organizational structure all of which align with Gen Z's expectations of dynamic and transparent work environment. Leadership style that suits Gen Z the most would be the coaching or transformational models. These models emphasize mentorship, continuous feedback and alignment between organizational objectives and individual values and goals. As it already shows, Gen Z are not motivated by financial aspect alone. Instead, intrinsic motivators - such as meaningful work, opportunities for personal and professional development and work life balance - are crucial in the employees' job satisfaction and engagement. Overall, the findings of this research suggest a need for the labour market to adjust to the new generation within all the crucial aspects of management. In particular, increased education and training for leaders on generation-specific management strategies appears to be essential for maximizing the potential of Gen Z employees.

Carrozzino Francesco Pio

University of Sannio

Leading Digital Transitions in Peripheral Areas: Enabling Innovation and New Business Models in Europe

Digital transformation has become a central driver of territorial competitiveness, innovation capacity, and socio-economic resilience in contemporary economies. Digital infrastructures, data-driven services, and platform-based business models increasingly shape patterns of production, market access, and entrepreneurial organization. However, in many European peripheral and rural regions, persistent digital gaps continue to constrain the emergence of innovative firms and knowledge-intensive activities, reinforcing long-standing processes of territorial marginalization (Van Dijk, 2020; Ragnedda et al., 2022).

In these contexts, digitalization cannot be interpreted merely as a technological or infrastructural challenge. Rather, it represents a complex institutional and governance process, embedded in local development trajectories and shaped by leadership practices, regulatory frameworks, and collective learning dynamics. Building on digital divide theory (Van Deursen et al., 2017; Scheerder et al., 2017), place-based development approaches (Barca et al., 2012; Rodríguez-Pose, 2013), and institutional economics (North, 1990; Acemoglu and Robinson, 2012), this paper conceptualizes digital transition as a systemic condition for territorial innovation and entrepreneurial upgrading.

The study develops an integrated analytical framework linking broadband infrastructure deployment, human capital formation, institutional capacity, and policy coordination mechanisms. Particular attention is devoted to the role of public-private partnerships, regulatory stability, and multilevel governance arrangements in facilitating the diffusion of digital technologies among small firms, agricultural enterprises, and rural service providers. Drawing on insights from broadband policy and regulatory studies (Briglauer and Gugler, 2013; Matteucci, 2021) and recent analyses of the Italian digital ecosystem (Matteucci et al., 2023), the paper highlights how leadership quality and institutional coherence condition the ability of territories to convert connectivity into productive and innovative capabilities.

The analysis suggests that peripheral regions characterized by fragmented governance structures, weak administrative capacity, and limited policy learning tend to experience forms of “infrastructure without transformation”, in which digital investments fail to generate sustainable economic spillovers. Conversely, territories displaying collaborative leadership, strategic vision, and stakeholder engagement are more likely to foster digitally enabled business models, including smart agriculture, platform-based tourism, remote professional services, and circular economy applications. Furthermore, the paper emphasizes the importance of organizational learning, digital skills accumulation, and social capital in sustaining long-term innovation dynamics (Helsper, 2012; Salemink et al., 2017). Digital transition is thus interpreted as an evolutionary process, in which technological adoption, institutional adaptation, and entrepreneurial experimentation co-evolve over time.

By reframing digital transformation as a leadership-driven ecosystem-building process, this study contributes to emerging debates on inclusive innovation, territorial resilience, and future-oriented governance. It argues that effective leadership in the digital era requires moving beyond sectoral and short-term policy interventions, towards integrated, place-sensitive strategies capable of enabling peripheral regions to actively participate in Europe's innovation landscape. Ultimately, fostering innovative business models in marginalized territories emerges as a key condition for achieving sustainable, cohesive, and resilient digital development.

Cenkier Natalia

University of Szczecin

Postawy studentów wobec zmian organizacyjnych w kontekście funkcjonowania w środowisku innowacyjnym | Students' attitudes toward organizational change in the context of functioning in an innovative environment

The dynamic and unpredictable socio-economic environment causes contemporary organizations to operate under conditions of permanent change associated with digital transformation, innovation implementation, process automation and reorganization of work practices. In such conditions, adaptability becomes not only an organizational attribute but also an important competence of individuals functioning within organizations and those preparing to enter the labor market. Therefore, attitudes toward organizational change gain particular importance, as they determine individuals' ability to function in an innovative environment and include the level of change acceptance, perceived uncertainty and interpretations of implementation conditions.

The presentation focuses on students' attitudes toward organizational change, understood as cognitive, emotional, and behavioral responses to transformation processes. These attitudes may support innovation implementation or act as barriers, influencing engagement, willingness to learn new solutions, and perceptions of organizational reality. Understanding how young adults perceive change is especially important in the context of their future professional activity and the growing importance of adaptability in organizations.

The aim of the presentation is to assess the level of organizational change acceptance among students, identify dominant sources of concern, and recognize factors that enhance readiness to function under dynamic transformation. Particular attention is given to perceptions of change process quality, including communication, access to support, and the transparency and consistency of organizational actions.

The study addresses the following research questions: (1) what is the level of organizational change acceptance among students, (2) which concerns most frequently accompany change processes, (3) which organizational conditions foster greater acceptance of change and (4) whether experience with change influences attitudes toward change.

The study concerns a local population of students from universities located in Szczecin, including individuals functioning in academic and in many cases professional environments. Data are collected using an online survey conducted among students. The questionnaire includes measures of change acceptance, perceived concerns, conditions supporting acceptance and individual experiences with organizational change. The collected data are analysed using descriptive statistics to identify dominant attitudes and relationships between experience and change perception.

The results will contribute to a better understanding of how young adults perceive organizational change and help identify factors that reduce uncertainty and strengthen acceptance. The findings may support reflection on preparing future employees to function in innovative environments characterized by high dynamics of change and on the role of organizations and leaders in shaping positive change experiences.

Chaberka Karol

University of Economics in Katowice

Environmental KPIs in micro and small companies - in-depth interviews

The integration of Environmental, Social, and Governance (ESG) criteria into the operations of micro and small enterprises (MSEs) has become a focal point of global sustainability transitions. Unlike large corporations with dedicated sustainability departments, companies with fewer than 50 employees often lack formal reporting structures. Consequently, understanding how these entities characterize and measure environmental Key Performance Indicators (E-KPIs) requires a qualitative approach. In-depth interviews (IDI) serve as a critical tool for uncovering "hidden" environmental practices that quantitative surveys often fail to capture.

Research indicates that the qualitative nature of IDIs allows for a nuanced exploration of E-KPIs within the SME sector. According to Bofinger et al. (2022), environmental disclosure in smaller firms is significantly influenced by the cost of capital and stakeholder pressure, yet the internal motivation for tracking specific metrics is best understood through direct dialogue with owners. The IDI method facilitates the identification of "proxy indicators"—such as energy bills or waste disposal logs—which serve as informal KPIs in firms where automated monitoring is absent (Zvarikova et al., 2025).

The analysis of environmental indicators in small-scale operations focuses primarily on resource efficiency and operational resilience. Madanayake et al. (2021) emphasize that the prioritization of E-KPIs is often driven by immediate operational benefits, such as energy savings and waste reduction, rather than regulatory compliance. This is further supported by Tiron-Tudor et al. (2023), who argue that the quality of E-KPI disclosure in SMEs is frequently inconsistent, necessitating qualitative interventions to bridge the gap between actual environmental performance and formal reporting.

A significant barrier identified through qualitative research is the lack of standardized frameworks tailored to micro-companies. As noted by Yadav et al. (2025), the sustainable transition of SMEs is heavily dependent on the advisor-client relationship,

where in-depth interviews reveal that external consultants often act as the primary catalyst for formalizing E-KPIs. Furthermore, the readiness of micro-enterprises to adopt European Sustainability Reporting Standards (ESRS) remains a challenge, as many firms perceive formal "E" metrics as an administrative burden rather than a strategic asset (Zvarikova et al., 2025).

In-depth interviews provide a vital lens for characterizing the environmental performance of micro and small companies. By moving beyond traditional reporting, IDIs reveal a complex landscape of informal sustainability practices. To foster a true "green transition," future frameworks must leverage these qualitative insights to develop simplified, scalable KPIs that reflect the operational reality of firms with limited administrative capacity.

Chojnacki Dominik

University of Szczecin

Od deklaracji do doświadczenia: CSR a wiedza i świadomość pracowników

Corporate social responsibility (CSR) forms an important part of the strategy of many organizations and includes environmental, social, and ethical practices. CSR's influence on organizational culture connects closely with employee experience, and internal communication plays a key role here by organizing the meaning of activities, presenting goals and results, and creating space for co-participation. The presentation focuses on the visibility and awareness of CSR from the perspective of employees as key internal stakeholders, since they also co-create the practical dimension of CSR in their everyday work.

The study addresses the following question: What is the level of employees' knowledge about CSR activities carried out by their companies, and how do employees assess the communication of these activities within the organization?

A quantitative approach was used in the form of an online survey prepared in Microsoft Forms and distributed through digital channels. Data were collected between November 10 and December 31, 2025, through thematic groups on social media. The research sample consisted of N=105 respondents.

The results indicate limited visibility of initiatives. Most respondents declared a lack of knowledge about CSR (54 "No" and 17 "Hard to say"), and self-assessed knowledge was usually low (34 "rather low," 30 "very low"). Awareness of specific CSR projects was minimal (94 "No"), and most respondents had no participation in CSR activities (80 "No"). Communication received critical evaluations: CSR information was communicated too rarely (35 "definitely no," 34 "rather no"), and project communication was often unclear (49 "No," 31 "partly"). Many respondents were unable to indicate the number of CSR projects from the last year (73 "No"). The most frequently indicated information sources were internal communication/intranet (41), supervisors or co-workers (39), and the company's social media (30), alongside a high share of people using no sources at all (31).

CSR may function at a formal level while remaining insufficiently embedded in employees' experience due to infrequent and low-transparency communication. The study highlights the need for systematic and multichannel CSR communication, transparent reporting of goals and outcomes, and employee involvement in the design and implementation of initiatives, which supports durable embedding of CSR in organizational culture. At this stage, CSR appears formally present while remaining weakly visible to employees. The low level of declared knowledge and limited awareness of projects suggest a communication gap between organizational activities and employee experience, which reduces CSR's potential to build engagement and conscious co-participation.

Congedi Daniele

University of Foggia

Gamification as a Tool to Promote Consumers' Food Safety: The Role of Policymakers

Gamification means implementing gameplay mechanics into other activities, such as training, education or economics. Games generate a positive impact on the refreshment of content, the incentivizing of learning and the promotion of desired behaviors.

To achieve specific behavioral outcomes and increase user interaction, the architecture of a gamification reward system is of primary importance. Its construction requires a foundational understanding of target user motivations, the establishment of measurable goals, and the systematic delivery of performance-related data. Within this context, certification systems operate as a key instrument for validating user progress and incentivizing continued participation. Furthermore, narrative is a significant variable used to enhance the user's motivational and cognitive involvement. The integration of collaborative dynamics also serves to develop cooperation and a sense of community.

Gamification has already been adopted in the food context to encourage virtuous behaviors like reducing food waste or meat consumption, also implying a significant reduction of carbon emissions-related outcomes. However, despite the application of game design components and principles in learning and practicing food healthy principles, a comprehensive approach applying gamification to food safety is still lacking.

According to Sunstein's nudge approach, which encourages specific behaviors without obligation, the main goal of the project is to identify public policies based on gamification that foster virtuous food safety and sustainability behaviors among consumers.

In order to achieve this goal, the project should answer the following two research questions:

- RQ1 - Do consumers perceive the potential impacts of gamification on food safety behaviors?
- RQ2 - Which are the most impactful public incentives expected by consumers?

The focus will be on Italy, a country with one of the highest levels of acceptance of nudges. Furthermore, 75% of Italian citizens consider food safety to be a relevant topic. The identified area of study to answer the project RQs is Apulia region, where, in 2023, approximately 9.32% of food safety inspections carried out by regional authorities resulted in non-compliance.

To address these research questions, the study employs a primary data collection strategy based on semi-structured consumer interviews. Founded on the Theory of Planned Behavior, the resulting dataset will be analyzed employing ordered choice econometric models to empirically evaluate consumer perceptions and identify the most effective gamified nudges.

The expected results of the project could provide policymakers with a scientific framework for developing a gamified public nudge approach to incentivize desirable behaviors in terms of food safety and sustainability.

Damek Dagmara

University of Economics in Katowice

Between Price, Experience and Values: Consumer Preferences in the Service Market as a Challenge for Innovative Business Models

In the context of ongoing digital transformation and the growing importance of customer experience, understanding how consumers select service providers has become a key challenge for designing innovative and responsible service business models. Service companies increasingly operate in hybrid environments, combining online and offline channels, while being evaluated not only in terms of price and quality, but also responsiveness, technological sophistication and alignment with social and environmental values. This presentation examines consumer preferences in the service market and discusses their implications for the design of future-oriented, digitally enabled and ESG-conscious service models.

The central research question is: Which factors are most important for consumers when choosing service providers, and to what extent do technological and value-based aspects shape their decisions? The aim of the presentation is twofold: (1) to identify the relative importance of traditional determinants (such as price, quality and speed) versus newer drivers (such as online convenience, personalization and ethical or ecological orientation), and (2) to formulate practical recommendations for entrepreneurs and managers who design service processes and customer experience in a digital environment.

The study is based on a quantitative CAWI survey conducted among 113 respondents in May 2025, using an online questionnaire consisting of single- and multiple-choice questions. The survey covered the frequency of using online services, key selection criteria, the role of customer reviews, experiences with poor service, preferences regarding personalization and contact channels, the importance of value alignment (e.g. ecology, employee rights, transparency), most frequently used service categories, and expectations regarding service improvements. The results were analysed using

descriptive statistics, providing an initial diagnosis of consumer patterns in the service market.

The findings show that consumers most frequently use digital services, especially in areas such as transport, food delivery, streaming and everyday services, and that quality and other customers' opinions remain fundamental selection criteria. At the same time, professional customer service, speed of service delivery, easy communication and modern digital solutions (such as applications and e-services) are highly valued. Many respondents appreciate service personalization and attach importance to the ethical and ecological orientation and transparency of companies, although these aspects usually remain secondary to basic functional attributes. The presentation concludes that service providers seeking to build competitive and future-oriented business models should combine attractive pricing and high quality with investment in digital customer experience, personalization and credible ESG-related practices.

Dobrosz Paweł, Grzymkiewicz Marlena

University of Economics in Katowice

The role of AI in the decision-making process in beauty sector companies

The beauty sector, as a service-based industry grounded in personalization, customer experience, and trust, is increasingly adopting artificial intelligence (AI) tools to support managerial decision-making. The aim of this presentation is to examine the role of AI as a decision-support mechanism in beauty sector companies, with particular emphasis on the relationship between algorithmic recommendations and human responsibility in the decision-making process.

The presentation focuses on selected decision-making areas, including financial planning, operational cost optimization, and investment decisions related to environmentally oriented solutions. It analyzes how AI tools structure and interpret data, reduce decision uncertainty, and support the anticipation of economic and environmental outcomes. At the same time, attention is drawn to the limitations of decision automation, especially the risks associated with excessive reliance on algorithmic outputs and the neglect of industry-specific context and non-measurable factors.

The beauty industry provides a distinctive empirical setting due to the strong connection between business decisions and emotional, aesthetic, and ethical considerations. The presentation argues that the effectiveness of AI in managerial decision-making depends not only on data quality and algorithmic accuracy, but primarily on managerial competencies, awareness of technological limitations, and the ability to critically interpret AI-generated recommendations.

The conclusions indicate that in beauty sector companies, artificial intelligence functions primarily as a support tool rather than an autonomous decision-maker. When implemented responsibly, AI can enhance the coherence and rationality of managerial decisions, provided that the human decision-maker retains a central role in shaping business strategies and long-term development directions.

Drewniok Szymon

University of Economics in Katowice, Science-Up's Mentees

Autopilot or Seatbelts? Behavioral and Legal Aspects of Mobile Payments Based on the BLIK and Zelle Systems.

The rapid adoption of instant mobile payment systems has revolutionized financial transactions while simultaneously escalating the risk of social engineering attacks, particularly Authorized Push Payment (APP) fraud. Balancing user convenience with robust security remains a critical challenge for the global financial sector.

The primary objective of this presentation is to conduct a comprehensive comparative analysis of two leading instant payment systems: the Polish BLIK standard and the US-based Zelle network. The central research question examines whether the deliberate implementation of “positive friction” (conceptualized in behavioral sciences as “sludge for good”) in the payment authorization process can effectively mitigate the risk of APP fraud without hindering market adoption, compared to more frictionless models that prioritize maximum transaction speed.

The study employs a comparative methodology based on secondary data analysis. Data were collected during the first quarter of 2026 and encompass regulatory frameworks (the Polish Act on Payment Services implementing the PSD2 directive and US Regulation E), official institutional reports from 2022 to 2025 (including data from BIK and the US Consumer Financial Protection Bureau), and industry statistics. The analysis integrates legal and technological evaluations with behavioral economics, specifically applying Daniel Kahneman’s dual-process theory of System 1 and System 2 thinking to assess user interaction with payment interfaces. Furthermore, the phenomenon of cooptation is examined to elucidate the foundational market mechanisms underlying the creation and evolution of both systems.

The findings highlight a critical legal and operational dilemma between reliance on unique identifiers and verification of the actual recipient’s identity. BLIK’s architecture, which requires a dynamically generated six-digit code and multi-step Strong Customer Authentication (SCA), introduces positive cognitive friction that intentionally disrupts fully automatic processing. This design nudges users toward analytical verification and is associated with a lower incidence of behavior qualifying as gross negligence compared to Zelle’s historically more frictionless peer-to-peer approach. The study concludes that global payment networks must evolve beyond a singular focus on speed. A key implication is the necessity of integrating mechanisms such as Confirmation of Payee (CoP) as an essential industry standard to reconcile user convenience with robust consumer protection.

Drzewiej Agnieszka, Mierzejewski Mateusz

Krakow University of Economics

Employment in European Commercial Banks: Nonlinear Effects of Digitalisation and Macro-Financial Conditions

The aim of this presentation is to explain how digitalisation particularly the adoption of AI and macro-financial conditions jointly shape employment in European commercial banks, framing these dynamics as a leadership and project-management challenge in large-scale organisational transformation. Banks' modernisation programmes combine automation of routine tasks, migration to remote service channels, and branch-network restructuring with rising demands for new capabilities in data, cybersecurity, and compliance, while ESG/climate-risk requirements create additional analytical and reporting workloads even as traditional roles decline. Building an annual bank-year panel for 2005–2024 that merges firm-level indicators from Orbis (e.g., total assets, net impairment charges, ROAA, cost-to-income ratio, net interest margin, loans-to-funding, capital adequacy) with country-level macro variables from CEIC (real GDP growth, unemployment, labour productivity, CPI inflation, REER, and the MRO policy rate), we model bank employment (number of employees) using a large-scale search over feed-forward multilayer perceptrons (500 candidate architectures) with a train/validation/test protocol, early stopping, and Top-5 model selection, complemented by ensemble predictions for robustness. Because organisational change rarely operates linearly, the modelling strategy is designed to capture threshold effects and interactions e.g., the employment response to digitalisation may differ depending on cost efficiency, profitability regimes, or macroeconomic slack. We then apply SHAP-based explainability to identify the dominant drivers of employment predictions, quantify their contributions over time, and reveal when cost pressure, asset-quality shocks, or macro conditions amplify (or attenuate) workforce adjustments. The contribution is twofold: methodologically, it demonstrates how explainable machine learning can uncover nonlinear employment mechanisms in a regulated, innovation-intensive industry; practically, it provides actionable insight for leaders managing digital transformation portfolios highlighting the configurations in which employment declines fastest, versus those in which banks stabilise or reallocate labour toward higher-value, future-ready roles, thereby informing strategies to mitigate “jobless digitalisation” risks while sustaining productivity and resilience.

Dub Bohdan

The Jagiellonian University

Leveraging Financial Digital Twins to address financial challenges in small and medium-sized enterprises

In the context of increasing economic uncertainty, cost pressures, and rapidly changing markets, organizations are seeking advanced tools to support financial decision-making. One promising solution is the concept of a financial digital twin, a digital replica of an organization's financial system that enables real-time simulation, analysis and forecasting of financial processes. This paper aims to explore the potential of financial

digital twins in identifying and addressing key financial challenges faced by small and medium-sized enterprises, including liquidity shortages, inefficient cost structures, investment risks, and suboptimal project decisions. The study addresses the research question: How can financial digital twins improve financial management and decision-making in SMEs?

The methodology is conceptual and analytical, based on a systematic review of relevant literature and selected case studies demonstrating the application of digital technologies in financial management. Data were collected from scholarly publications, industry reports and documented implementations of digital twin solutions in business contexts. Analysis focused on the integration of digital twin concepts with dig data, ai and predictive analytics to enhance organizational financial resilience.

The findings indicate that financial digital twins can significantly improve SMEs ability to anticipate and mitigate financial risks, enhance the quality of managerial decisions and support sustainable development goals through responsible resource management. The study highlights practical implications for project management, innovation, and strategic planning, suggesting that medium-sized enterprises adopting financial digital twins can achieve greater financial stability, efficiency and adaptability in a competitive environment.

Frontczak Adam, Sakosik Alicja

Adam Mickiewicz University, Poznań

Transformacja roli lidera w erze GenAI: wpływ narzędzi opartych na dużych modelach językowych na skuteczność zarządzania projektami innowacyjnymi

The contemporary project management landscape is undergoing a radical transformation driven by the rapid development of generative artificial intelligence (GenAI). For students and young researchers, the ability to synergise human creativity with the analytical power of algorithms is becoming a key professional competence. Traditional management methodologies (Agile, Waterfall) must be redefined in the context of tools that automate planning, reporting and communication processes, which directly affects the pace of innovation implementation in the academic and business sectors.

The main purpose of the presentation is to analyse the impact of the implementation of AI assistants on the decision-making process of young project managers. The presentation will pose the following research question: To what extent does the use of GenAI tools in the project initiation phase affect the accuracy of risk identification and the quality of milestone definition in highly innovative projects? An additional objective is to identify the competency barriers faced by young leaders who make full use of these technologies.

The study used the research triangulation method. Data was collected between December 2025 and January 2026 through: (1) A quantitative survey (CAWI) conducted among 120 students and doctoral students involved in running projects in research clubs and start-ups. (2) A case study of two innovative projects implemented

in a hybrid formula, where in one of them the management processes were supported by dedicated AI agents. The data was subjected to statistical and qualitative comparative analysis, focusing on timeliness indicators and a subjective assessment of the leader's cognitive load.

Preliminary research results indicate that leaders using AI report a reduction in the time spent on administrative tasks by an average of 40%, allowing them to focus more on the strategic aspects of innovation. At the same time, a phenomenon of 'excessive trust in the algorithm' was observed, which in 15% of cases led to specific contextual risks being overlooked. The main conclusion is that AI does not replace the leader, but changes their role from 'task executor' to 'process curator'. The implications for the academic community suggest an urgent need to update management curricula with modules on 'AI literacy' and the ethics of working with autonomous systems in order to prepare future leaders for effective and responsible innovation management.

Gaj Stella

WSB Merito Universities

Agility in the Traditional Sector: Implementing Agile Methodology in Mass Recruitment Processes within the Construction Industry

Agile methodologies, although rooted in the IT sector and software development, are increasingly finding applications in areas seemingly distant from digital technologies. This presentation analyzes the adaptation of the Agile approach within the framework of mass recruitment for manual labor in the construction industry. The aim of this study is to demonstrate that flexibility and iterativity in the recruitment process are essential in light of dynamic changes in the labor market and the specific nature of staff turnover in the construction sector.

The research utilizes a case study method and an analysis of Key Performance Indicators (KPIs) within the recruitment process before and after implementing Agile elements (such as feedback loops, daily stand-ups, and continuous recruitment funnel optimization). The author posits that moving away from rigid, waterfall recruitment models toward continuous responsiveness at every stage allows for a significant increase in the quality of candidates and a reduction in Time-to-Hire.

The results of the analysis indicate that "Agile recruitment" in construction not only allows for better competency matching but, above all, builds organizational resilience against labor shortages. The conclusions drawn from the research may serve as recommendations for HR managers operating in traditional sectors seeking modern tools to enhance the efficiency of their human resources processes.

Galarowicz Agnieszka

AGH University of Krakow

The Impact of ESG Criteria Integration into the Project Life Cycle on Investment Decisions and Corporate Financial Performance

The integration of Environmental, Social, and Governance (ESG) principles is becoming an essential element of contemporary project management and innovation-oriented organisations. Projects are increasingly evaluated not only in terms of time, cost, and scope, but also with regard to their contribution to sustainable development and responsible leadership. However, empirical insights into how ESG considerations influence investment decisions and project-related financial outcomes in Central Europe remain limited.

This study explores the impact of the ESG value chain on investment decisions and financial performance from a project management perspective. The findings indicate that higher ESG maturity supports more informed investment decisions and is associated with improved financial outcomes, particularly when governance-related factors are effectively integrated into project planning and execution. The results highlight the strategic role of ESG in enhancing project resilience, long-term value creation, and innovation potential.

The study contributes to ongoing discussions on sustainable project management and leadership by demonstrating how ESG principles can be embedded into project decision-making processes. Practical implications are provided for project leaders and managers seeking to align project objectives with sustainability goals while maintaining financial performance.

Gałasiewicz Anna

Krakow University of Economic, Science-Up's Mentees

Between Interpretation and Law-Making: Judicial Activism of the CJEU

The aim of this presentation is to analyse the case law of the Court of Justice of the European Union in the context of judicial activism, with particular emphasis on the protection of the rule of law and standards of judicial independence in the Member States.

The analysis seeks to determine whether the actions of the CJEU are primarily protective in nature - ensuring compliance with the law and safeguarding EU values - or whether they are also interventionist, exerting a tangible influence on national legal systems.

The presentation addresses three research questions: (1) To what extent does the CJEU, through its interpretation of the law, establish new standards that justify classifying its actions as judicial activism? (2) In what way does the Court's case law shape standards of the rule of law and judicial independence in the Member States? (3)

Are the actions of the CJEU exclusively protective in nature, or do they also interfere with the legal systems of the Member States?

The subject of the analysis is the CJEU, which, through purposive and functional interpretation, frequently goes beyond the literal reading of legal provisions, thereby influencing national legal orders. The object of the analysis is its activity in the field of judicial activism, with particular emphasis on case law concerning the rule of law, judicial independence, and the protection of EU values.

The hypothesis assumes that the judicial activism of the CJEU combines a protective function with an interventionist impact on the legal systems of the Member States.

The analysis employs a positivist approach and three research methods: the doctrinal-legal method-examining EU and national legal provisions as well as the interpretative techniques used by the CJEU; the doctrinal-empirical method - analysing the content of judgments and their reasoning; and the comparative method-comparing CJEU case law with national solutions in order to identify trends in judicial activism and its impact on domestic legal systems. The material analysed includes CJEU case law from 2016-2025, as well as acts of primary and secondary EU law from 2009-2025 and 2014-2025 respectively.

The results indicate a clear evolution of the CJEU's case law, an intensification of judicial activism, and a growing role of the Court in shaping standards of the rule of law and judicial independence. The activity of the CJEU has a significant impact on the institutional balance and the legitimacy of judicial authority within the EU. The presentation deepens the understanding of the mechanisms of judicial activism and its consequences for the Member States and for the functioning of the EU legal order.

Glica Kacper

The Jagiellonian University

Robotic Process Automation (RPA) as a tool for the digitalization of management in a hospital - a case study of the Greater Poland Pediatric Center

Contemporary healthcare institutions operate under increasing administrative burdens, staff shortages, and limited integration of information systems. The fragmentation of data across multiple systems and the necessity of manual data processing lead to increased process time and a higher risk of errors, negatively affecting managerial efficiency and the effective use of human resources.

The research question of this study concerns the extent to which robotic process automation (RPA) can improve the efficiency of processes in a hospital setting. The aim of the presentation is to analyze the impact of RPA implementation on selected processes and to assess the scale of the resulting organizational benefits.

The study applies a case study methodology based on the analysis of processes carried out at the Greater Poland Pediatric Center in Poznań. Data were collected over a six-month period, covering both the identification of processes and their subsequent

automation. The analysis is based on a comparison of process execution time before and after implementation, as well as an evaluation of their operational performance.

As a result of the conducted activities, 47 processes with automation potential were identified across 10 areas of hospital operations, of which 31 were fully automated. The total time savings amounted to 1,915 hours annually, corresponding to approximately one full-time administrative position. The automation covered, among others, reporting processes, data aggregation, data entry, and settlements.

The results indicate that RPA is an effective tool supporting the digitalization of management in the healthcare sector, particularly in conditions of limited human resources and low system integration. The implementation of automation contributes to increased operational efficiency, improved data quality, and reduced workload for staff, representing a significant direction for the development of modern public organizations.

Głównia Szymon

Krakow University of Economics

Threats and limitations of implementing artificial intelligence systems in organizations

The dynamic development of artificial intelligence (AI) systems has led to their increasingly widespread use in enterprises, particularly in the areas of data analysis, business process automation, and managerial decision support. AI-based solutions contribute to higher operational efficiency, cost reduction, and the ability to process large volumes of information. At the same time, however, their implementation is associated with the emergence of new technological, organizational, legal, and social risks that are not always sufficiently identified at the deployment stage. The aim of this article is to identify and analyze key risks related to the use of artificial intelligence in enterprises and to indicate mechanisms that may reduce their negative consequences. The article focuses in particular on threats arising from the automation of decision-making processes, including the risk of incorrect classifications, the generation of false or misleading information (so-called model hallucinations), and excessive trust in outputs produced by AI systems. It also discusses issues of legal and organizational responsibility for decisions made with the support of algorithms, as well as the phenomenon of shadow AI, understood as the unauthorized use of artificial intelligence tools by employees. This practice may lead to data security breaches, violations of internal procedures, and non-compliance with existing legal regulations. At the same time, the article presents concise, scientifically grounded approaches to eliminating or mitigating the identified risks, based on a review of academic literature and the analysis of practical examples. These approaches include human-in-the-loop supervision, control and audit procedures, the development of user competencies, and the implementation of organizational and regulatory safeguards. The study adopts a mixed-methods approach, combining a review of the relevant literature, an analysis of current legal regulations, particularly the European Union Artificial Intelligence Act (AI Act) and the results of an original survey examining perceptions of AI-related risks and the impact of AI on work. The findings indicate that despite growing acceptance of artificial intelligence, users remain aware of its limitations and the potential consequences of its

misuse. The conclusions emphasize the need to maintain a balance between automation and human oversight, to systematically develop AI-related competencies among users, and to introduce clear organizational and regulatory frameworks governing the use of artificial intelligence. Responsible deployment of AI in enterprises requires not only advanced technological solutions but also conscious risk management and continuous monitoring of AI system performance.

Greinert Aldona

University of Warsaw, Science-Up's Mentees

Regenerative tourism and its implementation in Latin America.

This paper investigates the emerging paradigm of regenerative tourism, positing it not merely as a synonym for sustainable or community-based tourism, but as a distinct framework focused on active social and ecological restoration rather than impact mitigation. The study aims to delineate the theoretical boundaries of this concept and analyze its operational implementation within Latin America, a region selected as a critical analytical case due to its rich biodiversity and the pioneering role of Non-Governmental Organizations (NGOs) in environmental governance. Methodologically, the research employs a qualitative case study design, utilizing a triangulation of critical literature review, document analysis of digital media from key Panamanian NGOs, and semi-structured in-depth interviews with industry experts. The article contributes to tourism management literature by offering a rigorous taxonomic distinction of regenerative practices and providing empirical evidence of their institutionalization. These findings offer actionable managerial implications for adapting regenerative strategies to emerging markets where the discourse is currently nascent.

Grzelak Justyna, Kaczkowska Anna

University of Humanities and Economics in Lodz

Organizational-Level Stress Reduction in Remote Work: Implications for Future Project Leaders

Remote work has become a permanent element of modern organizations, bringing flexibility and efficiency, but also new and intensified sources of occupational stress. This presentation addresses the issue of stress among remote workers, with particular emphasis on the role of organizational practices and leadership behaviors in mitigating its negative effects.

The presentation is based on an empirical study conducted as part of an academic project within a psychology program. The research examined the level and sources of stress experienced by remote workers, followed by the implementation of selected stress-reduction tools, including task delegation checklists, short relaxation exercises, and a structured daily “shutdown” ritual. After a two-week intervention period, a follow-up measurement indicated a noticeable reduction in perceived stress levels, suggesting the short-term effectiveness of these tools. Due to the limited duration of the intervention, the results are interpreted as exploratory rather than conclusive.

While individual coping strategies play an important role in stress management, one of the key findings of the study highlights the critical importance of organizational-level actions. In particular, unclear priorities, ineffective task delegation, constant online availability, and lack of managerial support were identified as major stressors that cannot be addressed solely by individual employees.

The presentation will therefore focus on practical actions that organizations and leaders can take to reduce stress in remote teams. Special attention will be given to the responsibilities of future project leaders, including setting clear expectations, supporting work-life boundaries, and designing work processes that reduce cognitive overload.

The authors combine a research-based perspective with professional practice. Both presenters have nearly ten years of experience in the marketing industry and in project management roles, which allows them to contextualize the research findings within real organizational environments and everyday leadership challenges.

The presentation is addressed to students, young researchers, and future leaders interested in project management, leadership, and sustainable team development in the digital work environment.

Grzesiak Sebastian

Wroclaw University of Economics and Business

Electromobility Logistics – an overview of key topic groups

In the context of rapid transformations in transport systems, sustainable logistics increasingly influences the development of electromobility, shaping both organizational objectives and everyday management practices. Electromobility is no longer treated solely as a technological domain, but as a component of broader service and infrastructure systems that require coordinated managerial approaches. The purpose of this study is to systematize existing knowledge on the relationships between electromobility and logistics by examining the structure and dynamics of scientific research on the management of electromobility ecosystems. Using a systematic review of literature indexed in the Scopus database and bibliometric analysis conducted with VOSviewer software, the study identifies key interdisciplinary linkages and dominant research directions within this field. The results reveal three major thematic clusters reflecting technological-economic, economic-environmental, and technological-social perspectives. The findings highlight the growing importance of managerial and organizational approaches in the development of electromobility and indicate that electric vehicle charging infrastructure should be understood as part of a broader ecosystem of urban and service-oriented systems, rather than being designed solely on technical or energy-related criteria.

Guga Matúš

DTI University in Dubnica nad Váhom

Decomposing Employee Trustworthiness: Evidence for a Three-Dimensional Structure with Implications for Performance Management

Trust is a core coordination mechanism in organizations, shaping delegation, monitoring costs, cooperation, and ultimately performance. Yet in managerial practice, “trustworthiness” is often treated as a single global judgement, despite growing indications that it may consist of distinguishable components. This presentation asks: Is employee trustworthiness best understood as a one-dimensional construct, or does it show a multi-dimensional structure that matters for management decisions and performance management? The purpose is to provide an empirical, management-relevant view of the latent structure of trustworthiness indicators and to outline how these dimensions can inform more precise feedback and evaluation practices.

Data were collected in Slovakia and the Czech Republic from a heterogeneous convenience sample (N = 273) over approximately one year (2022–2023) using Slovak versions of established psychometric instruments. Trustworthiness was operationalized as a composite battery of subscales/items drawn from well-known measures, including NEO-FFI (Conscientiousness), selected subscales from TCI-R (e.g., facets of Self-Directedness, Persistence, Novelty Seeking, Cooperativeness), and ECR-R (avoidance). Items were rated on Likert-type scales. Analytically, we first examined associations among variables and then applied exploratory factor analysis with Varimax rotation (loading criterion $|\lambda| \geq 0.40$) to identify the latent structure of the battery. Internal consistency was assessed using Cronbach’s alpha.

Results indicate that the operationalized “trustworthiness” did not behave as a single factor. Instead, a three-factor solution emerged that can be interpreted as (1) Trustworthiness, (2) Responsibility, and (3) Reservedness, jointly explaining 53.2% of variance. Reliability across included subscales was heterogeneous (α ranging from 0.156 to 0.776), suggesting that some indicators require refinement in future measurement development and validation.

From a management perspective, the findings imply that low “trust” ratings may reflect different underlying issues with different remedies. Performance management can therefore benefit from dimension-specific evaluation and feedback: Responsibility can be anchored in observable delivery metrics (commitments, timeliness, quality/rework), Trustworthiness in communication integrity and “no surprises” reporting, and Reservedness in communication/process norms without automatically penalizing output. Future work should confirm the factor structure on new samples and strengthen the measurement model for practical organizational use.

Jabłoński Tomasz

Institute for Strategic Studies

Zmiany organizacyjne wynikające z realizacji projektów i ich wpływ na skuteczność zarządzania tymi przedsięwzięciami

The literature on project management has extensively presented the topic of project managers and the factors determining their effectiveness. A review of the literature reveals deficiencies with regard to organizational changes induced by project implementation that affect these individuals and contribute to the improvement of project management. The research gap and the need to address it concern organizational roles and managerial functions. Filling this gap will enrich knowledge on organizational changes triggered by projects, as well as on the determinants of project management effectiveness. From a practical perspective, it may also positively influence the acquisition of funding for project implementation and the achievement of established objectives.

The objective of the study was to identify the positive effects of project implementation and their impact on the effectiveness of project management, using the example of EU-funded projects carried out in public organizations. The objective was achieved by answering three research questions: 1) what changes in organizational roles and managerial functions are triggered by project implementation? 2) what actions do the identified changes stimulate managers to take? 3) what is the impact of these changes on project management effectiveness? The purpose of the presentation is to share the research findings.

Data were collected between 2025 and 2026 through a critical literature review and an analysis of project stakeholders' documentation. The collected data were interpreted using content analysis.

The study of changes and their impact on project management effectiveness can be summarized as follows. Changes in organizational roles primarily involve assuming the role of a change agent. These changes stimulate managers in public organizations to introduce and maintain project governance, as well as to engage in self-improvement in this area. Changes in managerial functions stimulate self-improvement within the domain of project management. The content of these changes includes taking over an additional function as a project manager and performing the activities related to it.

Overall, these changes lead to improved project management effectiveness. Self-improvement supports the development of competencies necessary for both fulfilling the role of a change agent and performing the function of a project manager. As a result, this enhances the effectiveness of introducing and maintaining project governance and of project management. This, in turn, translates into enhanced opportunities for securing funding and achieving project objectives.

Efficiency of plastic waste recycling processes using artificial intelligence tools

The increasing volume of plastic waste generation, combined with tightening environmental regulations and the objectives of the circular economy, is forcing the recycling sector to significantly improve the efficiency of both technological and organizational processes. Traditional plastic recycling methods face numerous challenges, including variability of waste streams, unstable quality of input materials, high energy consumption, and limited real-time process control capabilities. In this context, artificial intelligence (AI) tools are emerging as a key driver of innovation, enabling data-driven process optimization and predictive process management.

The aim of this presentation is to assess the potential of AI-based tools to enhance the efficiency of plastic waste recycling processes, with particular emphasis on material and energy efficiency as well as the stability of technological operations. The main research question addresses the extent to which artificial intelligence solutions can improve the operational and economic performance of recycling installations implemented within innovative projects.

The study is based on an application-oriented approach, combining the analysis of process data collected from industrial plastic recycling lines with the use of selected AI tools, including machine learning algorithms, computer vision systems, and predictive models. Data were collected during the ongoing operation of plastic waste processing installations and covered input material quality parameters, process performance indicators, energy consumption, and the quality of the final product. The collected data were analyzed to identify relationships between key process variables and to evaluate the impact of AI implementation on overall process efficiency.

The results indicate that the application of artificial intelligence tools leads to improved process stability, reduced material losses, and lower energy intensity of recycling operations. From the perspective of innovation and project management, AI supports decision-making processes, risk monitoring, and the effective implementation of technological innovations in the recycling sector. The findings confirm that artificial intelligence constitutes a critical tool for enhancing the competitiveness of recycling enterprises while supporting the achievement of sustainable development and circular economy goals.

Juszczak Karolina, Mnich Antonina

Lodz University of Technology

Student Scientific Associations as Incubators of Entrepreneurship: The Impact of Business Collaboration of GUST Project operating within Power Engineering Students Association at Lodz University of Technology on the Development of Students' Future Competencies

Contemporary technical universities increasingly face the challenge of supplementing engineering education with the development of entrepreneurial and soft skills that are essential in a rapidly changing labour market. The GUST Project at Lodz University of Technology exemplifies a student-led organisation functioning as an incubator of entrepreneurship, where members simultaneously develop technical expertise, managerial abilities, communication skills, and competencies crucial for leadership in modern organisations. The significance of GUST's activities stems from its strong cooperation with industry partners, participation in international competitions, and effective management of engineering and promotional initiatives. The aim of this presentation is to address the research question: How does collaboration between the GUST Student Project and business partners contribute to the development of students' entrepreneurial and future-oriented competencies? To explore this, both qualitative and quantitative methods were applied. The qualitative component included participant observation conducted by the author as an active member and semi-structured interviews with members from different GUST sections, discussions with academic supervisors, and interviews with representatives of collaborating companies, which provided industry insights into cooperation, student engagement, and the competencies most valued in joint projects. The quantitative component consisted of a survey among GUST members, examining the development of their competencies, the perceived impact of participation in the scientific club, and the specific skills they reported strengthening through involvement in GUST activities. Further analysis was based on internal documentation, partnership records, and case studies of over 25 business collaborations, including financial sponsorships, workshops, joint events, and technical consultations. Long-term partners include Lotto, Veolia, Moya, Makita, Młodzi w Łodzi, and the PŁ Foundation. The findings indicate that participation in GUST Project significantly enhances students' entrepreneurial mindset, communication and soft skills including teamwork, networking, project management, and leadership potential. Moreover 90% of students report gaining project experience, increased visibility in the labour market, access to internships and collaborations, and a clearer understanding of business expectations. Company representatives likewise emphasise that cooperation with GUST provides students with exposure to real professional standards and fosters initiative and adaptability. The study concludes that student scientific associations like GUST play a crucial role in preparing future leaders capable of navigating interdisciplinary professional environments. By integrating academic knowledge with practical, collaboration, such organisations serve as effective and scalable models for developing the future competencies demanded by the evolving economy.

Kachidowo Aswell

Malawi University of Science and Technology

FROM AID TO OBSOLESCENCE: Developed countries-supplied solar panel Technologies and their Environmental impacts in Sub-Saharan Africa: A systematic review

Access to reliable and renewable energy remains a critical challenge in Sub-Saharan Africa, where only 35% of the population has electricity, and solar energy is increasingly promoted as a cornerstone of sustainable electrification strategies. Over recent decades, significant volumes of solar panels and related technologies have been supplied to the region by Western countries, multinational enterprises, and donor-funded initiatives. While these interventions are widely framed as contributions to climate mitigation and improved energy access, emerging scholarly and policy debates raise concerns that Sub-Saharan Africa may be receiving aging, second-hand, or lower-quality solar technologies that are no longer preferred in their countries of origin, effectively positioning the region as a destination for outdated technologies. This review aims to evaluate empirical evidence on developed countries-origin solar technology transfers to Sub-Saharan Africa, focusing on technology quality and durability, long-term performance outcome, and the policy and governance frameworks that shape technology selection, deployment and sustainability. A systematic search was conducted across major academic databases and relevant grey literature published within the last 10 years, including NGO reports, policy briefs, and industry analyses that explicitly address international solar supply dynamics and technology standards in the region in accordance with the PRISMA 2020 guidelines. The selected studies were analyzed using qualitative content analysis with thematic coding to identify key patterns, themes, and research gaps.

Karp Agata, Kosińska Jagoda

Krakow University of Economics

Management Strategies and the Market Longevity of Polish Micro and Small Fashion Brands.

The Polish fashion sector is characterized by high fragmentation and a precarious brand life cycle, often stemming from strategic misalignment and the absence of formalized management frameworks. This research examines the nexus between managerial practices and the long-term market longevity of micro and small fashion enterprises. The study integrates empirical findings from a quantitative survey of industry practitioners with a comparative case study analysis of successful independent Polish brands (e.g., Elementy, Balagan, Chylak).

Empirical evidence reveals a striking paradox: while 76.9% of the entities are micro-enterprises, 53.8% maintain an active international presence, indicating high strategic mobility. However, a critical "analytical gap" persists—46.2% of managers eschew data-driven decision-making, relying instead on reactive financial liquidity (92.3%) rather than proactive strategic planning. Furthermore, while quality (92.3%) and ethical production (84.6%) are foundational values, the marginalization of technological

innovation (15.4%) signals a significant bottleneck for digital transformation and AI readiness.

This presentation identifies the strategic determinants necessary for sustaining brand longevity in a digitalized landscape. By benchmarking agile "solo-brand" models against established independent firms that have successfully scaled, the study offers a framework for harmonizing artistic identity with operational excellence. The findings conclude that professionalizing decision-making through analytical integration is a prerequisite for extending the brand life cycle and securing a sustainable competitive advantage in the era of AI.

Kawalec Izabela, Moćko Natalia

Krakow University of Economics

Evolution of Professional Values: A Comparative Analysis of Work Values and Attitudes in an Intergenerational Perspective

Introduction and significance: The modern labor market is characterized by the unprecedented coexistence of four distinct generations: Baby Boomers, Generation X, Millennials (Gen Y), and Generation Z. This research addresses the growing disparity in the work ethos between these groups, which currently stands as one of the most significant organizational challenges. Understanding these generational nuances is crucial, as it allows enterprises to avoid deep-seated conflicts, reduce employee turnover, and foster a more harmonious workplace environment. The significance of this study lies in its exploration of how the fundamental definition of professional life has shifted from a central life value to a tool for personal fulfillment.

Research objection: The primary objective of this study is to conduct a comparative analysis of work attitudes across different generations, with a specific focus on the hierarchy of values held by each cohort, and to examine how these disparities influence overall professional satisfaction. Furthermore, the research aims to derive actionable insights from the findings to propose effective strategies for mitigating existing conflicts. This includes identifying methods to enhance intergenerational communication and foster synergy within enterprises, ultimately transforming generational diversity from a source of tension into a competitive advantage.

Methodology: The research is based on a dual-approach methodology. The theoretical framework was established through an extensive review of academic literature and market reports (e.g., Deloitte, Inkaso) gathered via Google Scholar and the Cracow University of Economics Library. The empirical phase involves a mixed-mode survey conducted in February 2026. Data is collected through both CAWI (online surveys) and face-to-face interviews. The study is performed on a balanced sample of 500 respondents (125 representatives from each of the four generational groups) to ensure high reliability and comparative accuracy.

Key Findings and Conclusions: The analysis reveals a clear evolution of the work ethos: while older generations (Baby Boomers, Gen X) often represent a "work-centric" model where professional activity is a primary source of identity, Generation Z adopts a

pragmatic approach centered on work-life balance and financial independence. The study concludes that intergenerational conflicts are often the result of misunderstood priorities rather than a lack of commitment. Effective management in the modern era requires a shift toward empathetic leadership and flexible organizational structures that can accommodate these diverse value systems, ultimately transforming generational differences into a competitive advantage.

Koczy Julianna

University of Economics in Katowice

Carsharing as an Innovation under Market Stagnation: Managerial Implications Based on a Study of Traficar's Current and Potential Customers

Amid accelerating urbanization, intensifying climate pressures, and the transformation of consumption patterns toward more sustainable models, shared mobility - particularly carsharing - has emerged as a significant component of contemporary transportation systems. Following a period of rapid expansion between 2016 and 2020, the Polish carsharing market has entered a phase of stagnation, currently characterized by the presence of a single dominant operator, Traficar. This situation raises questions about the sustainability of the business model and the future direction of service communication in conditions of limited competition.

The purpose of this study is to identify the factors determining the decisions of both current and potential users of Traficar (licensed drivers) with respect to using or intending to use the company's carsharing services. The study was conducted in 2025 among 410 respondents, including both customers and potential customers. Participants evaluated the influence of 16 decision factors grouped into four categories: financial, logistical, technological, and environmental/social. Data were analyzed using k-means clustering and Bayesian coefficient estimation with SPSS Imago Pro 10.0.

Among current users, four distinct segments were identified: "Efficiency Above All," "Dissatisfied or Disengaged," "Pragmatists," and "Conscious Consumers." The largest group, Pragmatists (30.4%), primarily base their decisions on practical considerations while assigning limited importance to environmental factors. In contrast, Conscious Consumers (28.6%), who represent the most frequent users, evaluate the service comprehensively, incorporating both social and ecological dimensions.

Within the group of potential users, four clusters were distinguished: "Practical Realists," "Potentially Engaged Users," "Unconvinced," and "Moderate Enthusiasts." The largest segment, Practical Realists (47.3%), assigns high importance to financial and logistical factors while marginalizing environmental considerations. The second-largest group, Potentially Engaged Users (27.7%), reports high evaluations across all categories, including environmental and social aspects.

The findings indicate the predominance of economic and functional motivations among both current and potential users, alongside the presence of a clearly defined segment sensitive to sustainability-related concerns. These results suggest the need for a differentiated segmentation strategy. For the majority of users, strengthening cost

competitiveness, fleet availability, and technological reliability is essential, whereas for sustainability-oriented segments, communicating environmental and social value may enhance customer loyalty and reinforce brand positioning.

Kosmala Krzysztof

University of Szczecin

Wpływ działań z zakresu społecznej odpowiedzialności biznesu na wizerunek współczesnych firm

Modern companies operate in an environment characterised by growing social expectations that extend not only financial performance, but also to include social and environmental responsibility. In this context, Corporate Social Responsibility (CSR) has become an important management concept and a significant tool for shaping corporate image. At the same time, doubts persist regarding the authenticity of CSR initiatives and their actual impact on consumer behaviour and corporate reputation.

The purpose of this paper is to examine the impact of corporate social responsibility activities on the image of modern companies and to assess the extent to which awareness of corporate social engagement influences consumers' purchasing decisions. The main research question addresses whether CSR activities contribute to building a positive corporate image and under what conditions they may be perceived as credible by consumers.

The empirical part is based on CAWI method. Data were collected between March and April 2025 through an online survey conducted among 116 respondents, primarily young consumers active in the digital environment. The research instrument was an original questionnaire consisting of closed-ended questions and one optional open-ended question, focusing on respondents' familiarity with the actions of CSR.

The results indicate a moderate level of awareness of the CSR concept among respondents. Price and product quality remain the most important factors influencing purchasing decisions. However, a majority of respondents declare that knowledge of a company's social responsibility positively affects its image and increases their willingness to purchase its products or services. A proportion of consumers also express readiness to pay a higher price for products offered by socially responsible companies. At the same time, the findings reveal considerable scepticism, as CSR activities are often perceived primarily as elements of marketing strategy rather than genuine concern for social or environmental issues.

The study concludes that CSR can be an effective tool for building a positive corporate image. Socially responsible activities must be authentic, consistent, and transparently communicated. These findings have practical implications for managers and communication specialists, highlighting the importance of integrating CSR into long-term corporate strategy rather than treating it solely as a promotional instrument.

Kotb Natalia, Kotb Mahdy

University of Zielona Góra

Startups Then and Now: Are Innovations Still Worth Creating?

The concept of the startup has become a central element of contemporary discussions on innovation, entrepreneurship, and project management. Initially, startups were associated with the development of novel solutions capable of transforming markets, business models, and organizational practices. In recent years, however, the term has increasingly been used as a broad label linked to scalability, investment attractiveness, and market positioning, often detached from its original innovative meaning. This shift makes the startup phenomenon a relevant subject for critical academic inquiry. This paper addresses the research question of whether contemporary startups still serve as effective vehicles for genuine innovation or whether their role has been reduced primarily to a financial and narrative construct. The main objective of the study is to compare the traditional understanding of startups with their present-day manifestations and to identify changes in their innovative character and underlying motivations. The analysis is additionally informed by the author's professional experience gained through over four years of active involvement in startup environments, including serving as Chief Marketing Officer of the Chirons startup within the Innovations Hub Foundation ecosystem. The study is based on a systematic review of peer-reviewed scientific articles and international industry reports published between 2018 and 2025. Data were collected through keyword-based searches in academic databases and analyzed using comparative analysis and critical content analysis to identify dominant trends and structural changes within startup ecosystems. The findings indicate a growing discrepancy between the increasing number of startups and the depth of innovation they deliver, with a strong emphasis on scalability and funding readiness. The paper concludes that redefining the startup concept and reorienting innovation-focused project management practices may be necessary. These conclusions have implications for entrepreneurs, innovation managers, and policymakers.

Kozacka Alicja

University of Economics in Katowice

Barriers and Challenges in Readiness to Use Artificial Intelligence Among Generation Z

The dynamic development of artificial intelligence means that AI tools are increasingly permeating the daily functioning of young people – from education and work to making life decisions. Generation Z is often perceived as a group naturally accustomed to technology, flexible, and open to innovation. In this view, AI appears as something obvious, almost "default." However, the reality turns out to be more complex. Behind the declared openness lie doubts, ambivalence, and real barriers that affect the readiness to use advanced AI-based solutions. The literature still lacks in-depth qualitative analyses that would capture these tensions from the perspective of young users themselves.

The aim of this paper is to analyze the barriers and challenges Generation Z faces in adopting artificial intelligence (AI) technology. Based on a focus group study conducted among students, key obstacles were identified, such as a lack of technical knowledge, privacy and security concerns, the low quality of AI-generated results, and a lack of available educational resources. The opportunities that AI can offer in the areas of education, work, and innovation were also highlighted. The conclusions indicate the need to introduce comprehensive educational activities, create clear regulations, and develop trust in AI technology among young users. The article fills an existing gap by revealing the non-obvious discrepancy between Generation Z's declared openness to new technologies and their real reluctance to implement AI in practice – a phenomenon rarely analyzed qualitatively until now.

The obtained results show that readiness to use AI is not solely a matter of digital competence, but also of a sense of control, meaning, and trust in technology. The article contributes to research on AI acceptance, offering a qualitative perspective that can serve as a starting point for designing more conscious educational activities and solutions that better respond to the real needs of young users.

Król Patryk

Poznań University of Economics and Business

Crossing the Valley of Death: Project Management Challenges in Commercializing Academic Research

The commercialization of academic research results constitutes a critical stage in the technology transfer process; however, it often encounters the so-called “Valley of Death” – a gap between the phase of scientific research and market implementation. The aim of this presentation is to identify the main managerial challenges in research commercialization projects and to analyze the factors influencing the successful transition from a scientific concept to a market-ready product.

The presentation addresses the following research questions:

- What project-related and organizational factors increase the risk of failure in the commercialization of academic research?
- How can project management approaches and methodologies support an effective transition through the “Valley of Death”?
- What roles do universities, research teams, and business stakeholders play in reducing implementation risk?

The applied methodology is based on a qualitative literature review covering studies on the “Valley of Death” in innovation processes, technology transfer, and the management of research and development projects within academic environments and at the science–business interface. The conceptual analysis enables the synthesis of dispersed theoretical perspectives and the identification of the most frequently indicated organizational, financial, and institutional barriers, as well as proposed methods for overcoming them.

The results of the review may be applied in the design of university policies supporting commercialization, the development of project management training programs for researchers, and the improvement of collaboration practices between academia, industry, and the broader business environment.

Kubarski Mateusz, Kaczmarczyk K. Brodziński B., Głownia Sz.

Krakow University of Economics

Badanie opinii pracowników na temat wprowadzenia 4-dniowego tygodnia pracy

The contemporary labor market is undergoing dynamic transformations driven by both technological development and the evolution of paradigms regarding work-life balance. One of the most polarizing solutions that has dominated public debate in recent years is the concept of shortening the workweek to four days while maintaining current salary levels. Although this discussion is often based on macroeconomic analyses, a key factor determining the success of a potential reform is the perspective of the employees themselves – their expectations, concerns, and subjective assessment of the feasibility of this model across various economic sectors. The primary objective of this article is to analyze the opinions of employees at various levels and representing diverse industries regarding the potential introduction of a four-day workweek in Poland. The authors aim to identify dominant attitudes toward this solution and to verify how demographic and professional variables influence the perception of this change. In the research context, a main question was formulated: what opportunities and threats in both professional and personal contexts do employees perceive in connection with a potential reduction in working hours? The research methodology is based on a quantitative approach, and the research tool is an original survey questionnaire, which allows for the collection of data from a broad and diverse group of respondents. Field research is scheduled for February and early March 2026, which guarantees the relevance of the collected empirical material in light of ongoing legislative and social efforts. The questionnaire focuses on three main areas: potential benefits, such as recovery of strength and increased motivation; employee concerns related to the risk of task intensification; and implementation barriers specific to a given industry. Additionally, a critical literature review and an analysis of the results of existing international pilots were conducted, providing a background for the interpretation of the original findings. The analysis of the collected material will allow for the mapping of social attitudes – ranging from enthusiasm to skepticism resulting from the specificity of particular professions and industries. The research results may constitute a significant voice in the public debate and provide substantive support for organizations considering the evolution of the work model, pointing out aspects that require special attention in the change management process and those affecting individual well-being in a modern professional environment.

Kubas Paulina

University of Economics in Katowice, Science-Up's Mentees

Od wzrostu do dobrostanu. Ekonomia Obwarzanka jako zmiana paradygmatu ekonomii XXI wieku

Today's economies are facing serious and interconnected challenges, including climate change, environmental degradation, growing social inequalities, and increasing pressure on public institutions. These issues have raised important questions about whether economic growth, traditionally measured by GDP, should remain the main goal of development. In this context, Kate Raworth's concept of Doughnut Economics offers an alternative framework that places human wellbeing and ecological sustainability at the center of economic thinking. The model proposes that economies should operate within two boundaries: a social foundation that ensures basic human needs are met, and an ecological ceiling that prevents environmental damage. Its importance lies in redefining success, not as continuous growth, but as achieving balance between people and the planet.

The main research question of this paper is: Can Doughnut Economics be considered a meaningful shift in contemporary economic thinking, and what does it imply for redefining development goals in the 21st century? The aim of the presentation is to examine the key assumptions of the Doughnut model and assess its potential to influence economic policy and development strategies.

The study is based on qualitative desk research conducted between January and March 2026. The analysis includes a review of Kate Raworth's book *Doughnut Economics: Seven Ways to Think Like a 21st Century Economist*, as well as academic articles, policy reports, and international analyses related to post growth economics, sustainability, and wellbeing indicators. The materials were examined using thematic analysis, focusing on key ideas such as the critique of GDP, regenerative and distributive design, long-term thinking, and the integration of social and environmental dimensions into economic policy.

The results suggest that Doughnut Economics is more than a theoretical critique of traditional economics. It provides a coherent and structured framework for rethinking how economies function and what they aim to achieve. Although practical implementation remains challenging, especially in terms of measurement and policy adaptation, the model offers valuable guidance for policymakers, regional authorities, and researchers seeking more sustainable and inclusive development pathways. It contributes to the ongoing debate about moving from a growth-centered to a wellbeing-centered economic system.

Kusiak Gabriela

Krakow University of Economics

Storytelling relacyjny w komunikacji banków na przykładzie kampanii mBanku z udziałem influencerów

Contemporary marketing communication operates in conditions of intense competition and the dynamic development of digital media, which encourages brands to seek more engaging and relationship-oriented forms of communication. One of the increasingly popular tools in this context is relational storytelling, which focuses on building emotional connections with audiences through narratives rooted in everyday experiences and shared values. This approach is particularly important in the banking sector, where trust and long-term relationships with customers play a crucial role.

The aim of this article is to analyze the use of relational storytelling in bank marketing communication based on the example of an mBank campaign featuring influencers promoting payment rings, and to empirically assess the impact of this form of narrative on perceived bank credibility and emotional attachment to the brand. The article combines theoretical considerations related to storytelling, emotions in marketing communication, and influencer marketing with an empirical study conducted among campaign recipients.

The empirical part of the study is quantitative in nature and was carried out using an original online questionnaire. The survey includes questions concerning the perception of the campaign's narrative, the role and credibility of influencers, emotional responses of respondents, and the perceived image and trustworthiness of mBank. The collected data enable an assessment of the effectiveness of relational storytelling as a marketing communication tool in the banking sector.

The findings indicate that narrative-based campaigns involving influencers may contribute to a more positive brand image, strengthen emotional engagement, and enhance trust in the bank. The results suggest that relational storytelling supported by influencer marketing can be an effective strategy for humanizing financial institutions and building closer relationships with customers. The conclusions of the study may serve as a reference point for further research on storytelling and influencer-based communication in the financial services sector.

Kwaczyński Paweł

University of Humanities and Economics in Lodz

Sovereign Artificial Intelligence and No-Code Automation in Regulated Sectors: A Systematic Literature Review and Strategic Implications for Innovation Management (2026-2027)

Artificial intelligence (AI) and no-code/low-code platforms are transforming the management of digital marketing and customer service processes, particularly in regulated sectors such as banking, public administration, and financial services. The

increasing importance of data privacy regulations (GDPR), emerging requirements under the EU AI Act, and national supervisory frameworks such as the Polish Financial Supervision Authority (KNF) are accelerating the shift from cloud-based AI toward local, private, and sovereign AI models deployed on-premise or at the network edge. This transition represents not only a technological change but also a fundamental transformation in organizational strategies, governance, and innovation management.

The primary research question addressed in this study is: How do local AI models integrated with no-code/low-code automation platforms influence the efficiency, governance, and strategic management of digital marketing and customer service in regulated organizations? The objective of the study is to identify key technological, organizational, and strategic trends and to assess their implications for innovation management, operational efficiency, and regulatory compliance in the period 2026–2027.

The study employs a systematic literature review methodology based on a curated sample of 60 peer-reviewed scientific articles and high-impact industry and regulatory reports published between 2022 and 2026. The selected sources were identified and accessed through major scientific databases, including Scopus, Web of Science Core Collection, IEEE Xplore, ScienceDirect, SpringerLink, Emerald Insight, and the Directory of Open Access Journals (DOAJ). These databases were selected due to their comprehensive coverage of artificial intelligence, innovation management, digital transformation, and information systems research. The review was complemented by selected reports from leading research and regulatory institutions, including Gartner, McKinsey, Forrester, the Polish Financial Supervision Authority (KNF), and the Ministry of Digital Affairs. The analysis focuses on the adoption of small language models (SLMs), edge AI, and agentic AI systems, as well as their integration with no-code/low-code orchestration platforms. The collected data were analyzed using qualitative thematic synthesis to identify recurring implementation patterns, governance models, and strategic implications.

The results indicate a clear shift from reactive automation toward autonomous, agent-based AI systems capable of proactive decision support and workflow execution. The adoption of local AI models enhances data sovereignty, improves regulatory compliance, and reduces dependency on external cloud providers, while enabling scalable personalization and real-time analytics. However, key challenges remain, including governance and auditing of AI systems, integration complexity, and organizational skill gaps.

The study concludes that the integration of sovereign AI and no-code/low-code automation represents a significant innovation driver and strategic capability for organizations operating in regulated environments. The findings contribute to the literature on innovation management and digital transformation by identifying emerging implementation models and strategic implications. The results provide practical recommendations for organizations preparing for the adoption of autonomous, local AI systems.

Keywords: artificial intelligence, sovereign AI, no-code/low-code, digital transformation, innovation management, regulated sectors, automation, edge AI

Kwiatkowska Julita

Poznań University of Economics and Business

Breakthrough Engineering: Strategic Research Project Management in the Era of Digital Transformation and Knowledge-Based Economy

The contemporary landscape of science and business is undergoing a fundamental shift where the boundary between theoretical research and market innovation is almost entirely disappearing. For young researchers and future leaders, taking the first step in the world of research is no longer just a matter of selecting a methodology but primarily the ability to manage a complex process that must combine vision with operational rigor. This presentation focuses on the critical success factors in initiating and conducting research projects that have the potential to become breakthrough innovations.

The primary research question of this study asks how the integration of agile project management methodologies influences the efficiency and scalability of early stage research projects in a digitalized environment. The objective of the presentation is to demonstrate that professional management tools are essential for transforming academic curiosity into measurable socio-economic impact.

The methodology applied in this study involved a qualitative analysis of case studies conducted between 2023 and 2025, focusing on interdisciplinary research teams. Data were collected through structured interviews and participatory observation of project workflows. The analysis utilized comparative mapping to evaluate the effectiveness of traditional versus agile management frameworks in achieving research milestones.

The key results indicate that teams utilizing agile management tools achieve a significantly higher rate of successful hypothesis testing and resource optimization. The conclusions suggest that the modern leader of the future must act as an architect of possibilities who can identify a research gap and fill it with a high feasibility project. The implications of this study highlight the necessity for young scientists to view their intellectual ideas as intellectual start-ups, requiring not only courage in testing hypotheses but also constant development of soft leadership skills to build a lasting competitive advantage in the global labor market.

Łusiakowski Krzysztof, Gibowski Łukasz

Kielce University of Technology, Statistical Office in Kielce

Assessment of the relationship between innovation and the financial standing of enterprises at the voivodeship level in Poland in 2018, 2021 and 2024

Business innovation is one of the key factors determining the competitiveness of the economy and its capacity for long-term growth. At the same time, the stable financial

condition of businesses is an essential prerequisite for undertaking innovative activities and absorbing the risk associated with the implementation of new solutions. However, the relationship between the level of innovation and the financial standing of enterprises remains a complex and ambiguous issue, especially at the regional level. The aim of the study is to assess the relationship between innovation and the financial standing of enterprises at the voivodeship level in Poland in 2018, 2021 and 2024. In particular, the analysis includes determining the direction and strength of the relationship between the phenomena under study, as well as identifying changes in this relationship over time. The study uses data from the Statistics Poland (GUS). To achieve the research objective, two synthetic rankings of voivodeships were constructed: innovation and financial standing of enterprises. The TOPSIS method was used to aggregate diagnostic variables, while Shannon's entropy method was used to determine weights. Shannon's entropy method ensures objectivity of assessment by eliminating subjective interference by the researcher in the process of selecting the importance level of individual features. The relationship between the obtained ranking results was determined using Spearman's rank correlation coefficient. The years 2018, 2021 and 2024 were selected for analysis. This is due to methodological changes in research on enterprise innovation. Since 2018, the revised Oslo Manual has been in force. Furthermore, since 2022, data has been published every two years, which makes it impossible to conduct a continuous analysis. The year 2021 was included due to the significant economic turbulence caused by the COVID-19 pandemic. The results obtained indicate a low correlation between innovation rankings and the financial standing of enterprises in all the years analysed. At the same time, a systematic increase in the correlation coefficient was observed in subsequent periods. This may suggest a gradual strengthening of the links between the phenomena analysed. The results of the study may serve as a starting point for further analysis of regional determinants of enterprise innovation. The conclusions may also contribute to a better understanding of the impact of innovation on the financial condition of enterprises and support the development of regional strategies aimed at increasing the competitiveness and financial stability of enterprises.

Marszałek Anna

University of Szczecin

Integration of project and process approaches in the management of construction companies - results of an empirical study

The modern construction sector operates in conditions of high market volatility, growing competition and constant pressure to improve operational efficiency, which forces organisations to seek modern management models that combine the uniqueness of design projects with process standardisation. The subject of this presentation is the integration of the project and process approaches in construction companies, which is of fundamental importance for optimising activities, reducing risk and building competitive advantage in an industry traditionally oriented towards the project approach. The aim of the presented research was to identify the degree and forms of implementation of process management elements in Polish construction companies with an executive profile, as well as to recognise the relationship between project orientation and the formalisation of internal processes. The presentation aims to

answer the research question concerning the scope of use of Business Process Management (BPM) tools in an environment that is inherently based on the implementation of unique and time-limited investments.

The empirical research, which forms the basis of the presentation, was conducted in April 2025 using a quantitative approach based on the CAWI online survey technique. The research sample included representatives of 14 construction companies of varying sizes, from micro and small local companies to large nationwide entities. The respondents included project managers, site managers, engineers and senior management, which allowed for a multidimensional perspective and a reliable analysis of process awareness within the organisations. The methodology used focused on assessing the level of process maturity, verifying the existence of formal documentation and the degree of use of specialised tools, such as process mapping and quality management systems based on the ISO 9001:2015 standard.

The results of the analyses indicate that although awareness of the importance of processes in construction is steadily growing, their practical implementation is still fragmentary. Most of the companies surveyed (78.6% in the business sector and 85.7% in the construction sector) declare that they have documented processes, which indicates a desire to formalise operational activities. Nevertheless, advanced BPM tools are used much less frequently – only 50% of organisations use process mapping, and only about 36% implement improvement systems compliant with the ISO 9001 standard. The study also revealed a significant correlation between company size and the level of formalisation: large companies are more likely to implement systemic standards, while smaller entities rely mainly on intuitive methods and employee experience. The main conclusion from the research is that the Polish construction sector is currently in a transitional phase between an intuitive model and integrated process management. The practical implications point to an urgent need to educate management staff in modern methodologies and the need for better integration of process standards with project management frameworks.

Miętus Agata

Krakow University of Economic

Urban Entrepreneurship and the SDGs: Lessons from the Krakow Socio-Economic Innovations Cluster

Urban entrepreneurship plays a pivotal role in fostering sustainable development, particularly in cities where innovation, collaboration, and creativity are concentrated (Robinson et al., 2019). In urban contexts, where innovation, knowledge exchange, and cross-sector collaboration are concentrated, entrepreneurial activity extends beyond economic growth to encompass social inclusion, environmental responsibility, and institutional transformation.

This presentation addresses the following research question: How can urban entrepreneurship ecosystems, organised through cluster-based collaboration, contribute to the practical implementation of the SDGs at the local level? The purpose of the presentation is to examine how urban entrepreneurial structures can operate as

instruments of sustainable development governance, linking entrepreneurship, innovation, and cross-sector collaboration with the SDG framework. Using the Krakow Cluster of Socio-Economic Innovations (KCSEI) as an empirical case, the study explores how urban clusters can transform global sustainability objectives into coordinated local action.

The research is based on a qualitative case study methodology. In-depth semi-structured interviews were conducted in 2024 with specialists directly involved in KCSEI's operations and with key stakeholders representing startups, social enterprises, academia, NGOs, and local government. The data were analysed using qualitative content analysis, enabling the identification of core themes related to entrepreneurship support mechanisms, collaboration structures, innovation processes, and sustainability impacts.

The findings indicate that KCSEI functions as a local SDG implementation platform through four interrelated mechanisms: (1) strengthening urban entrepreneurship via access to infrastructure, mentoring, and training; (2) fostering social inclusion through targeted support for marginalised groups and migrants; (3) promoting environmental sustainability through zero-waste initiatives and short supply chains; and (4) enabling cross-sector innovation through collaborative governance and knowledge co-creation. These activities directly contribute to multiple SDGs.

The presentation concludes that urban clusters can serve as institutional bridges between entrepreneurship ecosystems and sustainable development policy frameworks. The KCSEI case demonstrates that urban entrepreneurship, when embedded in collaborative governance structures, becomes a practical instrument for implementing the SDGs. The study offers policy-relevant and practice-oriented implications for cities seeking to integrate entrepreneurship, innovation, and sustainability into coherent local development strategies, providing transferable lessons for other urban contexts.

Mikiciuk Gabriela, Sawula Wiktoria

University of Szczecin

Od pomysłu do realizacji: Zarządzanie innowacyjnym projektem w kole naukowym

The contemporary labor market increasingly demands that university graduates possess advanced soft skills, such as business negotiations and conflict resolution, which are often underrepresented in traditional academic curricula. This research gap is frequently addressed by student organizations - however, these groups often encounter significant challenges regarding professional project management, resource optimization, and organizational sustainability. The primary objective of this presentation is to analyze the management lifecycle of the "Project Career Ladder" initiative, conducted by the "PROJECT" Academic Club at the University of Szczecin. By employing a case study methodology, this presentation demonstrates how formalized management frameworks - including structured role delegation, rigorous budgetary planning, and multi-channel marketing - enhance the efficiency of student-led initiatives funded by external minigrants. The analysis examines the coordination of

an eleven-member volunteer team divided into specialized functional units, such as marketing, administration, and logistics, alongside the operational execution of expert-led workshops utilizing activating methods like simulation games . Furthermore, it evaluates the communication strategies employed to reach the target audience of students from various Szczecin-based universities. The results indicate high organizational efficacy, evidenced by fifty-one recruitment applications and a participant satisfaction rating of 4.86/5 . Financial analysis confirms successful budget management at a total cost of 845.00 PLN while maintaining full transparency. Ultimately, the findings suggest that the success of innovative projects within academic clubs depends on transitioning from intuitive actions to structured process management, which facilitates scalability and the professionalization of student organizations.

Mitka Dominika, Naglik Oliwia

University of Silesia in Katowice

Inclusivity as a Component of Value Proposition and Business Model in the Beauty Industry: A Case Study of Fenty Beauty in the Digital Communication Environment

The aim of this paper is to present how inclusivity can constitute an element of the value proposition and support the business model within the beauty industry in the context of digital communication. The analysis focuses on a case study of the Fenty Beauty brand, where inclusivity is understood as a combination of tailoring the product offering to the diverse needs of audiences and the consistent representation of diversity in marketing communication.

A qualitative approach was applied using the case study method and content analysis of communication conducted through digital channels. The study accounts for elements of marketing strategy such as positioning, segmentation, and methods of building relationships with audiences. The interpretation also incorporates the perspective of consumer needs and the concept of brand archetypes.

The results indicate that inclusivity can function as a market differentiation mechanism: it expands the reach of potential audiences, strengthens message consistency, and fosters community building on social media. Additionally, the study identifies the presence of specific responsibility practices, such as refillable solutions, which may complement the value proposition and enhance its credibility. The conclusions suggest that combining inclusive innovation with digital communication can support the development of consumer brand business models by building a competitive advantage based on value for diverse customer groups.

Keywords: inclusivity, value proposition, business model, digital communication, social media, beauty industry, case study.

Mokrzan Aleksandra

Wrocław University of Science and Technology, Science-Up's Mentees

Hyper-personalization of marketing activities and consumers' willingness to share personal data: A Privacy Calculus perspective

The research problem concerns the mechanism of how marketing hyper-personalization and brand trust influence consumer readiness to share data within the Privacy Calculus framework. The concept assumes that these decisions result from a calculation between perceived benefits and the costs and risks of privacy violation. Existing research focuses on general forms of marketing and global attitudes towards privacy. Thanks to artificial intelligence and advanced analytics hyper-personalization is developing dynamically, which is characterized by a larger scale and greater precision in processing personal data. Consequently, a research gap emerges regarding the extent to which the perceived benefits of hyper-personalized messages can compensate for privacy concerns and risks, thereby determining consumer readiness to disclose data. This justifies the need for empirical verification of the decision-making mechanisms of Polish consumers towards hyper-personalization in the context of Privacy Calculus.

The study employs a quantitative approach using the Computer-Assisted Web Interview technique, with the research instrument consisting of an original questionnaire based on the verified Information Privacy Concerns scale. The data will be collected from a sample of adult Internet users in Poland, targeting individuals active in e-commerce and social media platforms to ensure the reliability of the statistical analysis.

The objective of this presentation is to present the findings of a study on the decision-making mechanisms governing consumer interactions within an increasingly hyper-personalized digital landscape, specifically identifying how privacy concerns, perceived benefits, and brand trust influence the readiness to disclose personal data. By applying the Privacy Calculus model, the research evaluates how individuals navigate the trade-off between the enhanced utility of AI-driven marketing and the potential risks to informational privacy. The study highlights the shift in modern marketing paradigms, where advanced analytics have escalated the scale and precision of data processing, necessitating a discussion on how transparency and perceived control determine the consumer's willingness to engage in data-for-value exchanges. Finally, the research illustrates the psychological and structural mechanisms that define contemporary brand-consumer relationships and the perceived fairness of information exchange in the era of artificial intelligence.

Nejman Sylwia, Turaczyk Daria

University School of Physical Education in Kraków

Development of the health resort treatment innovation ecosystem as a support instrument

Innovation ecosystems (IEs) are a key success factor in the business models of health resorts (HRs). There is a lack of research in the area of HR treatment IE development and HR support instruments in the context of modernizing medical services. This concerns the identification and extent of diversity in existing IEs of this type. Therefore, the aim of this study was to systematize the causes and effects of the diversification in the use of HRs IEs. The following research questions were posed: 1) What are the causes and effects of the diversification in the use of HRs IEs? 2) What are the opportunities and challenges related to knowledge exchange and co-creation of innovation using IEs encompassing balneological institutes? The research method was an exploratory and comparative case study. The theoretical justification, based on literature research, was provided by models of the co-creation process in HRs IEs and a model of inter-industry collaboration. The case selection was purposeful and encompassed the most advanced HRs IEs related to the operation or design of balneological institutes in France, the Czech Republic, Germany, and Poland. A comparative analysis matrix was used in categories related to the aforementioned theoretical models, which was completed based on a literature review, which then led to the compilation of categories for the comparison matrix. Based on this, HRs IEs were systematized according to their functional scope. Subsequently, a discussion of the results identified and explained the scope of the diversity in the functions of HRs IEs, creating a model of the advancement of HRs IEs. The reason for the diversification in the use of HRs IEs is the diversification in the use of institutions relevant to IEs, primarily balneological institutes. The diversification in the use of HRs IEs results in diversified knowledge about how to co-create within IEs. Knowledge exchange and co-creation of innovation using IEs encompassing balneological institutes is the opportunity to accelerate interaction and information flow and the challenge to integrate stakeholder collaboration in the development of balneological institutes. The HRs support system, i.e., programs, institutions, and projects supporting the development of HRs treatment, should focus on improving the therapeutic attractiveness, clinical standards, and effectiveness of HRs treatment through: 1) Establishing R&D institutes that create innovative HRs treatment products. 2) Creating scientific and treatment centers that provide a platform for collaboration between clinicians and scientists employed at medical universities and research institutes and HRs treatment. 3) Creating specialized HRs scientific journals.

Niedźwiecki Artur

University of Humanities and Economics in Lodz

Legal Liability of Management Board Members for Project Collapse: A Comparative Analysis in Corporate Governance

The collapse of major corporate projects often results in significant financial losses, stakeholder harm, and legal scrutiny of governance structures. This study examines the

legal liability of management board members (directors and officers) in cases of project failure, focusing on breaches of fiduciary duties that contribute to such collapses. While business risks are inherent in corporate decision-making, personal liability arises when board members fail to uphold standards of care, loyalty, and oversight, leading to preventable failures.

The primary aim of this research is to assess the conditions under which management board members incur personal legal liability for project collapses, and to evaluate the protective role of doctrines such as the business judgment rule (BJR) across jurisdictions.

Key research questions include:

- To what extent do breaches of the duty of care—such as inadequate oversight, insufficient due diligence, or failure to monitor project risks—trigger personal liability for board members in project failures?
- How does the BJR shield board members from liability for honest business mistakes, and under what circumstances is this protection pierced?
- What variations exist in liability regimes between common law jurisdictions (USA) and civil law systems (e.g., EU member states like Germany and Poland), particularly regarding project-specific governance failures?
- How do landmark cases illustrate the interplay between board oversight and project collapse outcomes?

The methodology employs a comparative legal analysis combined with case study approaches. Doctrinal research reviews statutory provisions (e.g., US Corporation Law, EU company law directives) and judicial interpretations of fiduciary duties. A qualitative case study method analyzes selected high-profile project collapses involving alleged board negligence, drawing on principles from oversight liability frameworks.

Data collection involves secondary sources: judicial decisions from databases (e.g., US Court rulings, European national courts), academic literature on director liability (e.g., SSRN papers on managerial liability and innovation risks), and reports on corporate governance failures. Approximately 15-20 key cases and 30 scholarly articles/legal commentaries are systematically reviewed, focusing on post-2000 incidents where project failure led to litigation against boards.

Findings suggest that liability is rarely imposed for mere business failure but frequently arises from gross negligence in oversight or bad faith decisions. The BJR provides robust protection in informed, disinterested decisions, yet increasing scrutiny on risk management heightens exposure.

Implications are significant for corporate governance: enhanced board training on project oversight, stronger internal controls, and tailored D&O insurance are recommended to mitigate risks. Policymakers may consider harmonizing liability standards in the EU to balance innovation incentives with accountability. This research contributes to understanding how robust fiduciary enforcement can prevent project collapses, promoting sustainable corporate practices.

Niewiarowski Błażej

Krakow University of Economics, Science-Up's Mentees

The Role of the New York Stock Exchange in Financing Corporate Growth in the Context of Structural Changes in the U.S. Capital Market

The New York Stock Exchange (NYSE) has historically played a central role in providing public equity financing for the growth and expansion of U.S. companies. However, in recent decades, the structure of the U.S. capital market has undergone significant transformation, driven by the rapid development of private capital markets—such as venture capital, private equity, and private debt—as well as increasing regulatory and compliance requirements for publicly listed firms. These changes may have altered the economic function of public listings and the role of the NYSE in corporate financing strategies.

The aim of this study is to assess how the role of the NYSE in financing corporate growth has evolved in response to structural changes in the U.S. capital market. In particular, the study examines whether initial public offerings (IPOs) continue to serve primarily as a source of development capital for growing firms, or whether they increasingly function as an exit mechanism for early-stage investors.

The research employs a mixed-method approach, combining a structured review of academic literature with an empirical analysis of secondary data on IPO activity in the United States. The literature was selected based on its relevance to capital market transformation and corporate financing, with particular emphasis on studies addressing the rise of private capital and changes in IPO dynamics. The empirical analysis is based on publicly available datasets on IPOs and focuses on changes in firm characteristics at the time of listing, including firm age, sectoral composition, and the allocation of IPO proceeds. The study also examines trends in the availability of alternative private financing sources.

The empirical investigation applies descriptive and comparative analysis to identify changes over time in the function of IPOs within corporate financing strategies.

The findings contribute to the ongoing discussion on the changing role of public equity markets in modern financial systems and provide insights into the implications of capital market evolution for corporate financing decisions.

Oleszkiewicz Małgorzata, Woźniak Marcelina

University of Szczecin

The Leader as a Guardian of Values: Building a Culture of Responsibility and Ethics in Crisis Situations

In modern project management, a key challenge is working under conditions of high uncertainty and the necessity of making difficult decisions under intense time pressure and stakeholder expectations. This presentation is dedicated to a detailed analysis of

the leader's role as a "guardian of values," who serves as the team's moral compass in a dynamic business environment. The primary objective is to analyze the leader's role in actively shaping ethical attitudes and to identify specific, practical tools for building an authentic culture of responsibility within project teams.

The presentation identifies and discusses three practical pillars upon which building a responsible team is based. The first is the concept of a "no-blame culture," which involves a conscious shift in focus from finding culprits to identifying gaps in processes and systems. The second essential element is "top-down transparency," defined as the leader's willingness to publicly admit their own mistakes and shortcomings. This approach directly builds psychological safety, allowing group members to be more open. The third pillar is the collaborative creation of a "team contract" – clear and understandable communication rules that effectively eliminate the fear of reporting problems at an early stage.

Theoretical aspects of leadership are illustrated by an analysis of the dilemma between the "price of silence" and the "cost of honesty." Using the example of the global brand IKEA and its response to a supply chain crisis, the impact of radical transparency on long-term market value and corporate image is discussed. This case illustrates that although admitting to a mistake and rectifying negligence causes immediate operational difficulties and financial losses, in the long run, it allows for the construction of a strong, crisis-resilient brand based on trust. It is demonstrated that integrity in action, despite high short-term costs, becomes a strategic investment that contributes to the organization's success over the years.

The summary highlights the essential foundations for nurturing values in a team daily, such as the key principle of "lead by example" and avoiding the treatment of ethics solely as a set of hollow marketing slogans. The presentation aims to make the audience aware that in today's market realities, the most valuable asset of a young professional is not just a degree, but a developed reputation as a consistent, courageous, and trustworthy individual. Ethics is presented here not as an abstract theory, but as a practical and indispensable foundation of modern, effective leadership.

Pacheco Eduarda, Borges Alexandra

Instituto Politécnico de Viana do Castelo

Sustainable Supply Chain Management in the Leather Industry: A Literature Review

Sustainable Supply Chain Management in the Leather Industry: A Literature Review: In industrial contexts, sustainability has become a strategic requirement for ensuring long-term competitiveness, particularly in resource-intensive sectors such as the leather industry. The complexity of this supply chain—marked by raw material variability and significant environmental challenges—highlights the need for robust performance measurement systems capable of integrating sustainability dimensions. Despite the growing body of literature on sustainable supply chain management, there is still no widely accepted framework that effectively combines economic, social, and environmental dimensions in a coherent and operational way. This paper addresses this gap by examining the potential of the Balanced Scorecard (BSC) and its extension, the

Sustainable Balanced Scorecard (SBSC), as integrative tools for managing sustainable performance. A systematic literature review of recent studies (2020–2025), complemented by foundational contributions, was conducted using databases such as Google Scholar, B-on, and Scopus. The analysis provides three key insights. First, performance measurement systems have evolved from predominantly financial approaches to multidimensional frameworks that incorporate non-financial indicators. Second, the BSC offers a structured mechanism to align strategy with performance metrics, supporting decision-making processes. Third, the SBSC enables the integration of the Triple Bottom Line, facilitating the management of trade-offs and enhancing the transparency of sustainability performance. The originality of this study lies in its sector-specific perspective, as it critically connects these frameworks to the particular challenges of the leather industry—an area where empirical and conceptual applications remain limited. By doing so, the paper not only synthesizes existing knowledge but also highlights the need for more context-sensitive models and empirical validation, contributing to the development of more operational and industry-adapted sustainability measurement systems.

Keywords: Balanced Scorecard; Sustainable Balanced Scorecard; Supply Chain; Leather Industry

Pawlik Jarosław

Krakow University of Economics

Innowacyjne kanały komunikacji z klientami sklepów internetowych

The dynamic growth of electronic commerce means that effective communication with customers has become one of the key factors in building a competitive advantage for online stores. Traditional communication channels, such as e-mail, are increasingly insufficient in the context of growing consumer expectations related to speed, personalization, and access to information. The aim of this presentation is to analyze and evaluate the practical use of innovative communication channels in online stores, with particular focus on tools such as SMS and WhatsApp.

During the presentation, current trends in omnichannel communication and their importance for customer experience in e-commerce will be presented. Special attention will be given to the functional possibilities of modern communication channels, including automated transactional messages, two-way real-time communication, integration with CRM systems, and message personalization based on customers' behavioral data.

The presentation will have an applied character and will be based on the analysis of selected case studies of online stores that use SMS and mobile messaging applications in customer service, relationship marketing, and logistics processes. Both the benefits of implementing these solutions will be discussed (such as higher message open rates, shorter response times, and increased customer satisfaction) as well as potential barriers and organizational and legal challenges, including issues related to personal data protection.

The conclusions of the presentation may contribute to the discussion on the practical use of modern communication technologies in e-commerce and may serve as inspiration for further academic research in the field of customer relationship management in the digital environment.

Pawlikowski Michał

AGRO-BIS NOR-BUD Sp. z o.o. Sp. K.

Zastosowanie sztucznej inteligencji jako asystenta zarządczego w firmie budowlanej

The dynamic development of artificial intelligence (AI) technologies significantly influences the functioning of modern enterprises, including construction companies. The aim of this study is to analyze the potential application of artificial intelligence as a managerial assistant in a construction enterprise and to assess its impact on the efficiency of decision-making and organizational processes. The construction sector, characterized by high project complexity, variable execution conditions, and strong cost pressure, increasingly requires advanced tools that support management in planning, monitoring, and optimizing operations.

The paper presents selected areas of AI application, including the analysis of project and financial data, support for construction scheduling, assistance in preparing bids and cost estimates, automation of internal communication, and generation of managerial reports. Particular attention is given to the use of large language models as tools supporting decision-making, document preparation, knowledge management, and administrative processes within the organization.

The analysis indicates that the implementation of AI-based solutions can significantly reduce the time required for administrative tasks, minimize errors resulting from human factors, and improve the quality of strategic analyses. Moreover, AI systems enable faster access to structured information, facilitate scenario analysis, and enhance operational transparency. However, the study also emphasizes the importance of proper organizational preparation, digital competencies of management staff, data security, and ethical considerations related to the use of AI technologies.

The findings suggest that artificial intelligence does not replace managerial roles but rather functions as an intelligent decision-support tool. By enhancing analytical capabilities and operational efficiency, AI contributes to strengthening the competitiveness of construction enterprises in the context of ongoing digital transformation and increasing market demands

Pieklík Łukasz

AGH University of Krakow

The Daily event as a micro-coordination tool: an analysis of its functions, limitations, and potential improvements.

Daily Scrum meetings are a well-known aspect of agile methodologies and are commonly used to facilitate coordination within project teams. The literature emphasizes their role in synchronizing activities, identifying obstacles, and increasing transparency in processes. It makes them a crucial tool for micro-coordination in environments characterized by high volatility and complexity. However, with the prevalence of distributed, hybrid, and low-availability teams, there are concerns about the effectiveness of the traditional Daily format, which relies on daily, synchronous interaction. This calls for a reevaluation of the functions, limitations, and potential improvements of this meeting. The research question for this presentation is: "How does the Daily support micro coordination in project teams, and what limitations arise in conditions of low availability and distributed work?" The objective is to analyze the role of the Daily in the light of current research and identify practices and adaptations that can enhance its effectiveness in environments that deviate from standard agile methodologies. The research methodology involves analyzing scientific and industry publications from 2010 to 2024 on communication in agile teams, coordination mechanisms, project events, and distributed work. Data were collected between December 2025 and February 2026 through systematic searches of databases including Scopus and Google Scholar. The analysis was qualitative and conducted using thematic synthesis, which enabled the identification of recurring patterns related to the Daily's functions, limitations, and proposed improvements. The results indicate that the Daily fulfills four key micro coordination functions: synchronizing activities, identifying dependencies and blockages, facilitating information flow, and creating a shared work context. However, the research also reveals significant limitations including work overload, reduced effectiveness in low availability teams, the risk of superficial communication, and difficulties in maintaining a work rhythm in distributed environments. These results suggest that the Daily's effectiveness depends on the organizational context and that its traditional form may need to be adapted to contemporary work models. These results can serve as a foundation for designing agile methods that are tailored to low availability teams and for further research on asynchronous micro coordination mechanisms.

Pietralczyk Milena

University of Kalisz, Science-Up's Mentees

Student Needs Map - a tool for evidence-based university management

The main scientific question is: How is the concept of regenerative tourism understood in the relevant literature and implemented in the Latin American region?

Regenerative tourism is a concept that has recently begun to be applied on a wide scale. The UN Agenda for Sustainable Development brought the concept of sustainable

development into common awareness, which has also influenced the tourism industry. Alongside sustainable tourism, several distinct concepts have emerged as alternatives to traditional and mass tourism. Regenerative tourism proposes an approach associated with ethical, conscious, and engaged travel.

Due to the immense biodiversity found in Latin America, particularly in Central America, nature-based tourism is developing dynamically. In this region, regenerative tourism is particularly evident in the approach of non-governmental organizations that communicate and promote it (e.g., Fundación Panameña de Turismo Sostenible, La Red Sostenible de Turismo Rural y Comunitario de Panamá, Costa Rica Regenerativa).

The objective of this article is to contextualize regenerative tourism within the scope of other concepts related to sustainable development and tourism. The scope of the concept and its application will be described, with particular emphasis on the Latin American region. Non-governmental organizations dedicated to the promotion and implementation of sustainable tourism activities will be examined as case studies, with a specific focus on regenerative tourism.

Other questions in the article:

- What are the relationships between regenerative tourism and related concepts?
- What behavioral patterns characterize regenerative tourism?
- What initiatives regarding regenerative tourism are being undertaken by governmental and non-governmental organizations in Latin America?

The methodology:

- Case Study: Organizations, their websites, and social media channels.

Interviews with:

- Annie Young, President of Fundación Panameña de Turismo Sostenible (Panamanian Sustainable Tourism Foundation).
- Nadkyi Duque, Treasurer of Cámara Nacional de Turismo de Panamá (National Chamber of Tourism of Panama) and Asociación Panameña de Centros Comerciales APACECOM (Panamanian Association of Shopping Centers).

Pietralczyk Milena

University of Kalisz

Organizational culture in uniformed services as a determinant of effective public management.

Organizational culture in uniformed services, such as the Prison Service, plays a key role in shaping the effectiveness of public management. It is the foundation for decision-making processes, leadership, and the implementation of innovative projects in public administration units with a high degree of responsibility and risk.

Despite the growing importance of research on organizational culture in the public sector, there is still a lack of analyses showing how its elements determine the effectiveness of management in uniformed services. The presentation focuses on the following questions: how does organizational culture influence decision-making processes and management effectiveness in uniformed services, which elements of organizational culture facilitate or hinder the implementation of innovations and projects in public administration, and what conclusions can be drawn for public leaders in terms of shaping organizational culture.

The aim of the presentation is to present the theoretical framework of organizational culture in uniformed services and to identify its relationship with the effectiveness of management processes. The research used the method of analyzing available literature, public administration reports, and legal acts concerning the functioning of uniformed services, as well as the synthesis and comparison of theoretical approaches and organizational practices.

The conclusions from the analysis have practical implications for public administration leaders: they point to the need to consciously shape the organizational culture in uniformed services and to take it into account in strategies for implementing innovations and management projects. The results of the study indicate that a consistent culture based on values such as responsibility, discipline, and trust supports effective management, while cultural barriers limit innovation. The presentation also highlights directions for further research, including the need for empirical study of the relationship between organizational culture and the effectiveness of public management.

Pietras Sebastian

The University of Wrocław

Leadership in Times of Crisis: Managing Security Projects in the Era of Global Threats

The article addresses the issue of leadership in crisis conditions, focusing on project management in the security sector in the era of global threats. The contemporary security environment is characterized by a high level of uncertainty, rapid dynamics of change, and the accumulation of risks of a military, terrorist, cyber, climatic, and epidemic nature, which significantly affects the planning, implementation, and control of security projects. Under such conditions, traditional models of leadership and project management often prove insufficient, requiring adaptation to volatile and unpredictable circumstances.

The aim of the article is to identify key leadership competencies and project management models that foster effective responses to crisis situations, risk minimization, and the building of organizational resilience. Particular attention is paid to the role of adaptive, transformational, and situational leadership in decision-making processes under time pressure, incomplete information, and high levels of responsibility. The author also analyzes the importance of crisis communication, inter-institutional coordination, and the use of modern technologies, including digital tools and decision-support systems, in enhancing the effectiveness of implemented projects.

The study employs a review of the subject literature, a comparative method, and case studies of selected projects carried out in the public security and crisis management sectors. The analyses indicate that effective leadership in crisis conditions is based on decision-making flexibility, adaptive capacity, a high level of interpersonal competencies, and the integration of elements of transformational and situational leadership with agile project management methodologies. The research findings may constitute a significant contribution to the development of security project management practices and the design of training systems for leaders operating in high-risk environments.

The discussion is complemented by an analysis of the impact of cultural, organizational, and psychological factors on leadership effectiveness in extreme situations. Attention is drawn to the importance of trust capital, leaders' psychological resilience, and the ability to build team engagement under conditions of permanent stress and decision-making pressure. The role of organizational learning and the transfer of experience from previous crises is also emphasized as a key element in improving security project management processes. The conclusions drawn from the analyses point to the need to redefine leadership education programs and to implement comprehensive systems for preparing organizations to operate in an environment of permanent instability.

Podkowa Ewa, Przybylski Piotr

Maria Curie-Skłodowska University in Lublin

Contemporary entrepreneurship and startup development in the age of innovation: from idea to scaling up

Contemporary entrepreneurship develops in a highly dynamic environment shaped by rapid economic, technological, and social changes, which significantly influence how new business ventures are created, financed, and scaled. The advancement of technological innovations, ongoing digitalization, globalization of markets, and greater access to information have contributed to the emergence of startups as a modern form of business activity. Startups are characterized by high flexibility, strong innovativeness, and significant scalability potential, enabling them to respond quickly to new opportunities and market demands.

Operating under conditions of high uncertainty, startups require entrepreneurs to rapidly test business hypotheses, adapt flexibly to evolving customer needs, and creatively generate value. In this context, success depends not only on the originality of the business idea but also on its effective validation, modeling, and practical implementation in the market.

This study provides a comprehensive analysis of the enterprise development process, from generating and validating business ideas, through designing and testing business models, to scaling operations at both national and international levels. Special attention is paid to new entrepreneurial models emerging in the startup era and the role of crowdfunding as an alternative source of financing. Crowdfunding not only allows startups to secure capital but also helps build a customer community, verify demand for

products or services, and obtain direct feedback from potential users, thus reducing market risk.

The analysis highlights the differences between startups and traditional enterprises and emphasizes tools such as Lean Startup, Business Model Canvas, and the minimum viable product (MVP) as essential for managing uncertainty. Digital technologies further accelerate development processes, enabling faster product launches, market testing, and business scaling. In addition, various financing sources—including private investors, venture capital funds, and grants—support growth at different stages of the enterprise lifecycle. Key entrepreneurial competencies such as creativity, adaptability, decision-making under risk, and learning from experience and failures are critical for navigating the challenges of startup environments.

Corporate social responsibility and sustainable business models increasingly shape competitive advantage and long-term value, with market examples highlighting their practical application in startup operations.

In conclusion, effective integration of innovative business models, modern technologies, and alternative forms of financing is a crucial factor for startup success in a competitive, global, and rapidly changing environment. Such integration fosters lasting competitive advantages, strengthens resilience to market fluctuations, and enables sustainable long-term growth, making contemporary entrepreneurship both adaptive and forward-looking.

Prochorowska Paulina

Maria Curie-Skłodowska University in Lublin

Startups Then and Now: Are Innovations Still Worth Creating?

The concept of the startup has become a central element of contemporary discussions on innovation, entrepreneurship, and project management. Initially, startups were associated with the development of novel solutions capable of transforming markets, business models, and organizational practices. In recent years, however, the term has increasingly been used as a broad label linked to scalability, investment attractiveness, and market positioning, often detached from its original innovative meaning. This shift makes the startup phenomenon a relevant subject for critical academic inquiry. This paper addresses the research question of whether contemporary startups still serve as effective vehicles for genuine innovation or whether their role has been reduced primarily to a financial and narrative construct. The main objective of the study is to compare the traditional understanding of startups with their present-day manifestations and to identify changes in their innovative character and underlying motivations. The analysis is additionally informed by the author's professional experience gained through over four years of active involvement in startup environments, including serving as Chief Marketing Officer of the Chirons startup within the Innovations Hub Foundation ecosystem. The study is based on a systematic review of peer-reviewed scientific articles and international industry reports published between 2018 and 2025. Data were collected through keyword-based searches in academic databases and analyzed using comparative analysis and critical content

analysis to identify dominant trends and structural changes within startup ecosystems. The findings indicate a growing discrepancy between the increasing number of startups and the depth of innovation they deliver, with a strong emphasis on scalability and funding readiness. The paper concludes that redefining the startup concept and reorienting innovation-focused project management practices may be necessary. These conclusions have implications for entrepreneurs, innovation managers, and policymakers.

Prykhodchenko Maksym

Maria Curie-Skłodowska University in Lublin

Granice i ograniczenia modeli decyzyjnych w zarządzaniu projektami

The growing integration of analytical and AI-driven decision models is transforming project management by reshaping how leaders approach scheduling, resource allocation, risk assessment, and portfolio selection. These tools promise greater predictive insight and scalability, yet their practical limits and the resulting implications for managerial decision-making are not fully understood. This presentation examines the boundaries and constraints of decision models in project settings, highlighting where models reliably add value, where they fall short, and how organisations and leaders should adapt governance and practice in response.

The core research question is: What are the primary technical, organisational and ethical limitations of decision models used in project management, and which governance and practice-level responses can mitigate these limits? To address this, the study follows a mixed-methods approach. First, a systematic review of peer-reviewed literature and industry reports from the past decade to the present was conducted to map recurring failure modes and reported impacts of model deployment in project contexts. Second, an exploratory qualitative component involved semi-structured interviews with project practitioners from multiple sectors (e.g., technology, construction, public services) carried out in recent months; interview transcripts were coded thematically to identify practitioner experiences and concerns. Third, illustrative sensitivity analyses were performed on representative decision-model types (such as predictive scheduling and resource-allocation optimizers) to demonstrate how modest changes in inputs or assumptions can alter recommended actions.

Findings indicate a consistent pattern: models can enhance short-term forecasting and scenario comparison, but are constrained by (1) data quality and representativeness, (2) limited transferability across differing project contexts, (3) opacity and lack of explainability in complex models, (4) high sensitivity to modelling assumptions, and (5) organisational factors including skill gaps and inappropriate levels of trust. Practitioners typically treat models as decision support rather than decision authority, yet pressure to accept automated recommendations without scrutiny is a recurring concern. Sensitivity exercises show that outputs can change materially under realistic perturbations of inputs.

Conclusions call for robust model governance (validation, monitoring, version control), explainable and human-in-the-loop design, investment in data quality and practitioner

training, and clear accountability frameworks. The presentation concludes with an actionable checklist for leaders and a research agenda to improve model robustness and alignment with managerial decision processes.

Przesmycka Wiktorja

Cavalry Captain Witold Pilecki State University of Małopolska in Oświęcim

Nurse's diary - edukacyjna gra symulacyjna

This presentation aims to introduce the concept of Nurse's Diary as a simulation-based educational game and to evaluate its potential as a tool supporting both professional training and public understanding of the nursing profession. The presentation addresses the following research questions: To what extent can a simulation-based game support the learning and reinforcement of clinical procedures? Does an interactive environment enhance critical thinking and decision-making under pressure? Can such a tool effectively bridge the gap between theoretical knowledge and practical skills? Additionally, the study explores the expected value of the proposed solution for different user groups, including healthcare students, professionals, and individuals outside the medical field.

Nurse's Diary is a proposed educational simulation game designed to realistically and engagingly recreate a nurse's shift. It is important to emphasize that the game does not yet exist and is currently at the conceptual and design stage. The project aims to develop a tool that combines elements of simulation, gamification, and experiential learning. The game is planned to offer two modes: Educational Mode and Basic Mode, each designed for different audiences while maintaining the same immersive experience.

Educational Mode is intended for nursing students and practicing nurses who want to reinforce clinical procedures using structured checklists or learn how to respond to various medical situations. It is designed to provide a safe, controlled environment in which players will be able to practice step-by-step protocols without risking patient safety. The procedures are planned to be based on checklist standards commonly used in universities and healthcare institutions, ensuring both academic relevance and practical applicability.

Basic Mode is designed for individuals outside the medical field who are curious about the nursing profession. It is intended to allow players to experience the responsibilities and challenges of a nurse's shift in a more accessible format. This mode is expected to include helpful hints and simplified mechanics, while still incorporating serious and demanding medical cases that require players to remain calm, think critically, and manage high-pressure situations.

The planned gameplay includes character customization, selection of difficulty levels, and choice of hospital wards such as geriatrics, pediatrics, the intensive care unit, or the emergency room. Increasing difficulty is expected to introduce more complex scenarios and unexpected complications. At the end of each session, the system is intended to provide a detailed performance evaluation, highlighting procedural accuracy,

prioritization, patient safety, and errors, thereby supporting reflection and continuous improvement.

In the context of increasing digital engagement among younger generations, Nurse's Diary is conceived as a tool that combines entertainment with meaningful learning. The expected value of the project lies in enhancing practical competencies, promoting empathy, and raising awareness of the complexity and responsibility associated with the nursing profession. Future work will focus on the development and empirical evaluation of the proposed solution.

Raviele Danilo

University of Foggia

From experimental promise to commercial reality: Exploring aquaponics adoption in Argentina

Growing concerns over food security, environmental sustainability, and resource efficiency have attracted increasing attention to innovative farming systems. Aquaponics combines recirculating aquaculture systems, involving the cultivation of aquatic organisms, with hydroponics, soilless cultivation of plants, into a unified innovative production system. These systems are flexible and can be adapted to various locations, climates, and space availability. Environmental impact can be minimised through efficient water recycling, the use of fish waste as natural plant fertiliser, and the elimination of pesticides. However, the technology remains in its early development stages, with most existing systems limited to experimental or pilot-scale applications and few commercial-scale ones.

Argentina represents a compelling case to understand the adoption of such innovations, as a developing country with significant economic volatility. The country relies heavily on large-scale monoculture farming of soybean, maize and wheat, resulting in soil degradation and high concentration of land ownership among large commercial producers. In this context, aquaponics could potentially be implemented on non-arable lands, in urban or confined spaces, and by family farms or vulnerable communities. Despite these favourable conditions, aquaponics in Argentina remains primarily practiced by researchers and hobbyists, and little is known about local farmers' perceptions and willingness to adopt alternative systems such as aquaponics.

Within the framework of the "Green & Pink for Sustainable Education" (GPS-Education), an international cooperation initiative between Italian and foreign universities promoting sustainability education and research, this study explores Argentine farmers' acceptance of aquaponics as a sustainable farming solution, in order to identify transferable insights on drivers and obstacles to adoption, with particular focus on economic feasibility in the face of climate uncertainty. Data were collected through a mixed-methods approach incorporating structured questions and open-ended responses from a purposively selected group of farmers to assess their knowledge of aquaponics, perceived benefits and risks, and the economic, environmental, technical, and institutional factors influencing adoption decisions. Preliminary findings suggest that while producers are interested in learning more about

aquaponics, adoption is hindered by high capital requirements, uncertainty regarding returns on investment, and the difficulty of accessing financial support. The research contributes to understanding entrepreneurial uptake patterns for agricultural innovations in emerging economies, with implications for sustainable food production strategies and science-business knowledge transfer.

Rzeszutko-Piotrkowska Małgorzata

WSB Merito Universities

Artificial intelligence used to persecute Muslim families in China and Russia amid the migration crisis in Europe

The Chinese claim that the re-education camps for Muslims established in 2017 are a response to the need to rehabilitate degenerate individuals and combat terrorism. However, it is a system of repression aimed at eliminating or sinicizing the Uyghur minority. A report released by the United Nations, titled "OHCHR Assessment of Human Rights Concerns in the Xinjiang Uyghur Autonomous Region, People's Republic of China," provides information on how the re-education camps are managed and the basis for placing people there. This is determined by artificial intelligence. The Chinese police and government use a tracking app called the Integrated Joint Operations Platform to collect not only citizens' private data but also facial recognition data. The documents also indicate that users of the Zopya app are being monitored in order to link them to terrorist organizations. It was launched in 2012 by DewMobile, a Beijing-based startup backed by Silicon Valley. This app allows users to send text messages and files without an internet connection and also allows users to download the Quran to their phones. Many Uyghurs have emigrated from China, fearing for their lives and freedom. A significant number have sought refuge in Turkey, but also in Central Asian countries and Europe. Meanwhile, Russia continues to commit serious violations of religious freedom against religious minorities – both within its own country and in the occupied territories of Ukraine – according to a recent report by the United States Commission on International Religious Freedom (USCIRF). This repression affects, among others, Crimean Tatar Muslims, Catholics, Jehovah's Witnesses, Falun Gong practitioners, Protestants, and Ukrainian Christians. NewsGuard, a US company specializing in assessing the credibility of news outlets, has released the results of its study into the vulnerability of popular AI chatbots to Russian propaganda aimed at controlling Muslims. The findings showed that in one-third of the cases examined, the AI-generated responses originated from false information published by Kremlin-linked websites.

Sławińska Alicja

Witelon Collegium State University

Agile as the "Emperor's New Clothes": deconstructing agile theater in corporate systems of control.

Organizations are under increasing pressure to innovate, and Agile methodologies have become the global standard for project management. However, a significant gap has

emerged between the normative values of the Agile Manifesto and empirical practice in large-scale corporate environments. This phenomenon, often termed "Agile Theater," poses a significant challenge to future leaders. It is crucial to understand why organizations simulate agility while maintaining rigid hierarchies in order to develop authentic, effective, and ethical management practices in the digital age.

This presentation's primary research question is: To what extent do Agile ceremonies serve as instruments of managerial control rather than team empowerment in corporate structures? The goal is to deconstruct "Agile Theater" by identifying the socio-technical mechanisms that allow traditional command-and-control dynamics to persist under the guise of "agility." This presentation challenges the utopian narrative of Agile, highlighting the risks of "Agile gaslighting" and the "digital Panopticon."

The research utilizes a qualitative approach based on a critical management perspective. Data were collected through observations conducted from 2020 to 2025 during the author's professional experience working as a Scrum Master and Release Train Engineer on international IT projects in the DACH region. The analysis involved a thematic synthesis of organizational behaviors, focusing specifically on the ritualistic compliance of Agile ceremonies versus actual decision-making autonomy. This analysis was supplemented by a comparative literature review of organizational sociology and critical management studies.

The analysis reveals that "Agile Theater" often operates as a "lean bureaucracy," in which radical transparency is repurposed for micro-surveillance, resulting in a decrease in psychological safety. Without a fundamental shift in leadership power dynamics, key findings suggest that Agile ceremonies remain performative "Cargo Cult" rituals. The implications for the future of management include the need for a radical reevaluation of project governance. In conclusion, the presentation asserts that achieving genuine organizational resilience necessitates transitioning from procedural theater to an ethical leadership model that prioritizes authentic autonomy over simulated agility.

Soin Stefan

University of Lodz

Jak łączyć naukę z biznesem w poszukiwaniu praktycznych innowacji?

The primary objective of this presentation is to explore the strategic cooperation between the academic community and the business sector as a foundational mechanism for developing practical, empirically grounded innovations. To operationalize this objective, the presentation introduces an original study—one of the first of its kind conducted in Poland—aimed at identifying the profound influence of behavioral and emotional patterns on the investment decisions of professional stockbrokers. The study addresses three central research questions: How do distinct psychometric traits, including empathy, social dominance, and Machiavellianism, directly correlate with individual risk assessment? What are the specific mechanisms through which perceived stress and professional ethics modulate overall stockbroker effectiveness? How can the understanding of these non-cognitive determinants be

effectively translated into actionable frameworks that optimize decision-making across various time horizons?

The research elegantly integrates psychological measurement instruments with the rigorous analysis of real-world market behavior among financial practitioners. Applied methodological tools include comprehensive assessments of personality traits, individual approaches to risk, and subjective self-evaluations embedded within a complex team context. The resulting psychometric data are subsequently cross-referenced with objective investment performance indicators and basic effectiveness metrics. Carried out in direct cooperation with brokers from Polish brokerage houses, this initiative allows the analyses to be firmly rooted in a genuine organizational and decision-making environment. The discussion will meticulously outline the research design, the selection process for measurement tools, and the inherent challenges associated with operationalizing social science concepts within highly volatile financial environments.

The presentation will also explore issues of innovation leadership and the role of the research project leader as an intermediary between academic and business practice. It will discuss competencies required for leading interdisciplinary initiatives and approaches to overcoming implementation barriers. The aim of the presentation is not only to introduce the research concept but also to encourage reflection on how science can support the development of innovative solutions in business and the financial sector.

Ultimately, the practical application of these research findings is aimed at improving the knowledge in the field of project management and innovation leadership within the financial sector. By clearly understanding the behavioral and cognitive determinants of trading effectiveness, brokerage firms can deploy evidence-based strategies to optimize team performance, significantly mitigate detrimental cognitive biases, and actively overcome implementation barriers. This structured approach seamlessly fulfills both the methodological rigor demanded by academic research and the highly practical, time-sensitive needs of commercial organizations.

Starzyńska Hanna

Cavalry Captain Witold Pilecki State University of Małopolska in Oświęcim

Relational Innovation as a Leadership Project in Healthcare: A Scalable Low-Cost Model Integrating Therapeutic Communication, Emotional Safety, and Regulated Touch

Contemporary healthcare systems focus primarily on procedures and efficiency. However, clinical practice shows that patient cooperation is often influenced by emotional factors such as fear, uncertainty, and lack of trust. These factors can significantly affect the course of care but are rarely addressed in a structured and intentional way.

The aim of this study is to present a relational innovation project developed within nursing practice, focused on improving patient experience through changes in communication and interaction. The guiding research question is whether low-cost

relational interventions can support patient cooperation and enhance emotional safety without requiring additional systemic resources.

The project introduces a model based on three components: therapeutic communication (“Healing Words”), structured first contact (“Peaceful Beginning”), and conscious, consent-based touch (“Touch That Heals”). These elements focus on key moments of interaction, particularly at the beginning of patient contact, when emotional responses are most intense.

The project has been designed as a structured innovation initiative consisting of three stages: planning, implementation, and evaluation. The planning stage involved identifying common relational challenges in clinical settings, especially those related to anxiety and lack of cooperation. The implementation stage focuses on introducing practical communication and interaction tools into everyday nursing practice. The evaluation stage includes planned assessment of outcomes following implementation.

The model is designed as a low-cost and scalable solution that can be adapted across different healthcare settings without additional financial burden. It integrates basic psychological principles into routine care and emphasizes the role of relational factors in shaping patient responses.

This approach may also support the development of more patient-centered care models and contribute to improving everyday clinical interactions. It highlights the importance of intentional communication and relational awareness as elements that can be developed within existing healthcare structures.

Sulecka Natalia, Szefs Wiktor

University of Szczecin

Przedsiębiorczość młodych - jak zacząć własny biznes?

Youth entrepreneurship is becoming an increasingly important element of the modern economy. More and more people, already at the stage of their studies, begin to seriously consider starting their own business, treating it as a real opportunity for professional development, gaining valuable experience, financial independence and the possibility of pursuing their own passions and interests. This topic is particularly relevant in times of dynamic technological changes and the growing popularity of startups, which show that even a small idea can turn into a profitable venture. The aim of this presentation is to present the basic steps that should be taken to start one’s own business and to indicate the most common challenges faced by young entrepreneurs at the beginning of their professional path.

In the first part, the main motivations that encourage young people to start their own business will be discussed. These include, among others, the desire to be “on one’s own”, the possibility of implementing one’s own ideas, flexible working hours and the prospect of achieving satisfactory income in the future. At the same time, attention will be paid to the fears accompanying the start of a business, such as fear of failure, lack

of financial stability, uncertainty about the future of the company or insufficient experience in running a business.

In the next part, the basic stages of setting up a company will be presented - from finding a business idea, through analyzing market needs, to choosing the form of activity. The available sources of financing, such as EU grants and support programs for young entrepreneurs, will also be discussed. Particular emphasis will be placed on the importance of financial planning and creating a simple business plan, which helps organize goals and actions.

The importance of building a network of contacts and developing soft skills, such as communication, teamwork and coping with stress, will be emphasized. The conclusions from the presentation aim to encourage young people to undertake entrepreneurial initiatives and show that starting one's own business is a real and achievable goal. For many students, it may be the first step toward building their own professional future and gaining valuable market experience already at an early stage of career development and personal growth in practice.

Svianadze Ana, Svianadze Avtandil

Kaunas University of Technology

AI-Enabled Strategic Project Management in the Digital Era with Case Studies from Energy and Healthcare sectors

The integration of artificial intelligence into strategic project management is reshaping decision-making in highly regulated sectors such as energy and healthcare, where projects are complex, high-risk, and compliance-driven. AI offers capabilities for forecasting, scenario planning, risk assessment, and resource optimisation, yet systematic adoption in strategic phases remains underexplored, particularly within the European Union's Artificial Intelligence Act (Regulation (EU) 2024/1689). Understanding how AI can be responsibly embedded into project management processes is critical for improving efficiency, accountability, and regulatory alignment.

This study addresses two research questions: (1) How can AI-enabled decision support tools enhance strategic project management in regulated energy and healthcare projects? and (2) Which organisational, sectoral, and regulatory factors influence the adoption and effectiveness of AI in these contexts? The purpose is to identify AI applications across project phases and propose a practical framework for responsible implementation.

A technology-methodological approach was applied. Data were collected from 2022 to 2025 through: (i) project documentation and performance records from EU energy infrastructure and hospital digitalisation projects; (ii) semi-structured interviews with project managers; and (iii) secondary datasets on AI tool deployment. Analysis involved comparative case studies, process mapping, and evaluation of AI-supported decision-making across project initiation, planning, execution, and monitoring phases.

The findings show that AI adds greatest value in strategic planning and risk management, improving forecasting, scenario evaluation, and resource allocation. Adoption is shaped by organisational factors such as digital maturity, governance structures, and leadership trust in AI outputs, alongside regulatory obligations under the EU AI Act. Sector-specific priorities also influence outcomes: healthcare projects emphasise patient safety and data protection, while energy projects focus on reliability and regulatory compliance.

The study proposes a conceptual framework linking AI tools to project phases, organisational readiness, and compliance requirements. This framework provides actionable guidance for project leaders and policymakers to integrate AI responsibly, enhancing strategic control, operational efficiency, and ethical governance. The research contributes both methodologically and practically, offering evidence-based insights for effective AI adoption in high-risk European projects.

Szynglarewicz Jakub

The Angelus Silesius University of Applied Sciences

Determinanty i bariery adopcji sztucznej inteligencji w małych firmach - analiza porównawcza krajów Unii Europejskiej

Article examines the determinants and barriers to artificial intelligence (AI) adoption in European Union (EU) small businesses, in the context of significant cross-country differences. Using the TOE (Technology-Organization-Environment) theoretical framework and secondary data from Eurostat, the OECD, and empirical studies covering over 170,000 businesses, a systematic comparative analysis was conducted between countries with high (Denmark, Finland, Sweden) and low (Poland, Romania, Bulgaria) AI adoption. The results indicate that in 2024, only 8.36% of Polish small businesses used AI, compared to 42.03% in Denmark. The analysis revealed that organizational factors, particularly employee competencies and digital maturity, have a stronger impact on adoption than technological or environmental factors. The main barriers include a shortage of qualified personnel (40% of companies), high implementation costs, and unclear legal regulations. The study confirms the existence of two stable groups of EU countries: leaders and laggards, with a widening technological gap between them. The results have significant implications for policies supporting the digital transformation of SMEs in Central and Eastern European countries.

Świtaj Agnieszka

Poznań University of Economics and Business

Cognitive Barriers in Mobile Financial Applications: A Comparative Pilot Study of Neurodivergent and Neurotypical Users

The digital transformation of the financial sector has fundamentally changed how we manage money, yet the cognitive needs of neurodivergent users remain largely overlooked. This study addresses the gap in mobile Fintech design, focusing on

individuals with ADHD and the Autism spectrum (ND). As a researcher with lived experience of AuDHD, I argue that cognitive inclusion is not just a UX preference but a vital component of financial inclusion and the social pillar of ESG criteria.

Research Question and Objective: The study aims to identify specific UI/UX elements in mobile banking and investment applications that constitute significant cognitive barriers for ND users compared to neurotypical (NT) individuals.

Methodology: A mixed-methods pilot study was conducted in March and April 2026, combining an independent audit of popular applications with a quantitative survey (N = 158). The sample was split almost equally between neurotypical (n = 79) and neurodivergent (n = 80, including diagnosed and self-diagnosed) individuals, with strong focus on Generation Z.

Preliminary results show a striking disconnect between basic functionality and emotional cost. While both groups find basic tasks like checking balances straightforward, the “hidden” cognitive costs for ND users are significant. The survey data highlight three main areas of friction: (1) Sensory and Information Overload: Distracting promotional banners and non-mutable push notifications lead to higher rates of “task-forgetting” among ND participants. (2) Executive Function Pressure: Static timers (like BLIK or session timeout) and high information density trigger acute decision paralysis. (3) Communication Stress: Unannounced bank calls and insecure verification processes cause severe “avoidance behavior” in the ND group – a trend that is virtually non-existent in the neurotypical control group.

These findings suggest that while younger users are tech-savvy, their digital literacy does not eliminate the higher emotional toll of poorly designed interfaces. This research emphasizes that the Fintech industry must move toward neuro-inclusive design, prioritizing user control and predictable communication. Ultimately, this pilot study serves as a foundation for implementing more accessible, neuro-inclusive practices in agile financial product development.

Tomaszek Arkadiusz, Misztal Jakub

Krakow University of Economic

Digital Technologies and Senior Entrepreneurship: Empirical Evidence from Older Adults in Kraków

In the face of progressive demographic changes and the digital transformation of the economy, the activation of older adults is becoming a key challenge for modern society and the labor market. For several years, growing interest in the issue of age within entrepreneurship research has been observed, resulting from systematic demographic shifts occurring in Poland and Western countries. Forecasts indicate deepening trends of population aging in Poland.

Consequently, the choice of topic stems from its relevance and an observed research gap regarding modern technologies and senior entrepreneurship. The main objective of the paper is to identify and evaluate the impact of digital technologies on the

entrepreneurial opportunities of people aged 50+, based on an original quantitative study and desk research. The main research question asks: how do modern digital technologies affect the entrepreneurial opportunities of people aged 50+?

Specific research questions include:

- RQ1: What is the role of modern technologies in the lives of older adults, and how often are they used in entrepreneurial activities?
- RQ2: To what extent do technologies contribute to improving economic, social, and professional aspects of seniors' lives?
- RQ3: What are the main barriers to using digital technologies?

The empirical basis consists of a survey conducted in 2025 under the "Active Seniors" project, part of the public task "Volunteering Close to Science," financed by the National Institute of Freedom – Centre for Civil Society Development under the Solidarity Corps (2018–2030). The study analyzed familiarity with digital economy concepts (AI, IoT, Big Data), barriers (technical, competence, health), and perceived opportunities. Data analysis was performed using Statistica, employing descriptive statistics (mean, standard deviation, variance, coefficient of variation), Student's t-tests, and cluster analysis to identify group differences.

Key conclusions indicate that modern technologies have significant potential to strengthen senior entrepreneurship; however, effective use requires overcoming mental and competence barriers, not merely infrastructural ones. Practical implications include recommendations for policymakers regarding policies for older adults in Poland and an in-depth analysis of entrepreneurship among Kraków seniors. The study holds potential for nationwide expansion and international comparative analysis.

Walaszek Emilia

University of Gdańsk

Overstimulation and Chronic Stress in Work Environments: Practical Responses Developed Within a Student Organization SciClub

Contemporary academic and work environments increasingly expose individuals to chronic stress, cognitive overload, constant digital stimulation, and pressure to remain continuously productive. These conditions may impair concentration, emotional regulation, recovery, and overall well-being, while also weakening teamwork quality, creativity, and long-term effectiveness. In many settings, stress is no longer limited to acute demands, but becomes a chronic background condition shaped by multitasking, information overload, time pressure, and blurred boundaries between work and rest.

This presentation addresses the following question: what types of organizational and community-based practices may help reduce overstimulation and chronic stress in a student-led academic environment? The presentation is based on a qualitative case study of SciClub and draws on the analysis of initiatives implemented within the organization, including psychoeducational activities, well-being-oriented projects, stress relief initiatives, and practices supporting recovery, reflection, and healthier

everyday functioning. The case study is grounded in the organization's practical experience and development, including projects carried out within SciClub as well as its recognized achievements and awards.

The analysis suggests that even relatively small-scale, community-based interventions may play an important role in responding to chronic overload. In the SciClub case, particularly relevant practices included the promotion of healthier routines, the creation of supportive spaces for regeneration, the use of relaxation- and biofeedback-oriented activities, and the normalization of conversations about overload and recovery. The case indicates that such actions may strengthen peer support, increase awareness of stress-related challenges, and foster more sustainable forms of engagement. The broader implication is that overstimulation and chronic stress should be treated not only as individual coping issues, but also as structural and organizational challenges requiring intentional preventive action.

Walczak-Waler Dorota

Humanitas University

Consumer 5.0, Innovation, and Digital Transformation Projects in FMCG: Purchasing Trends, Technologies, and Management Implications

The digital transformation of the FMCG sector is progressing in parallel with substantial shifts in consumers' purchasing behaviours. The contemporary "Consumer 5.0" operates in an environment of intensive digitalisation and omnichannelity, where purchase decisions are co-shaped by real-time access to information, personalisation tools, automation of sales processes, and the growing importance of trust, transparency, and responsibility criteria (including ESG). From the perspective of FMCG organisations, this means that consumer trends are no longer merely a market backdrop; rather, they become a factor that initiates and directs innovations and digital transformation projects—across marketing, operations, logistics, and customer service.

Research objective: The objective of the study was to identify and systematise key trends in the purchasing behaviours of Consumer 5.0 in the FMCG sector and to analyse their impact on the design and implementation of innovations and digital transformation projects, with particular emphasis on managerial implications.

Research questions: (1) What key trends in purchasing behaviour characterise Consumer 5.0 in the FMCG market (e.g., omnichannelity, value orientation, immediacy, sustainable consumption, personalisation)? (2) Which technologies (AI/ML, IoT, XR, automation) act as key enablers of these trends, and how do they transform the customer journey? (3) What are the consequences of these changes for managing digital transformation and innovation projects in FMCG (scope, stakeholders, governance, risk management, performance metrics), including ethical considerations and the social responsibility of leaders?

Research methodology: A secondary-data approach (desk research) was applied, comprising a review of academic literature and a content analysis of industry reports and publications on consumer trends and digital transformation in FMCG retail. A

qualitative content analysis was used to identify categories of purchasing trends and to map their links to technological solutions and types of implementation projects. In addition, a synthetic analysis of selected examples of technology deployments in retail (e.g., personalised recommendations, service automation, channel integration, in-store IoT solutions) was conducted to connect the observed trends with their implications for managerial practice.

Key findings: The findings indicate that the dominant direction of change is a shift from a “store-centric” to a “customer- & data-centric” approach, where the priorities include: coherent omnichannel experience, speed and convenience of shopping, personalised communication, and the increasing importance of value and sustainability in purchase decisions. Data-driven technologies—particularly AI/ML—strengthen firms’ capabilities to tailor offerings and automate customer interactions; IoT supports improved product availability and operational efficiency; while XR solutions enhance immersion and consumer engagement in product exploration. At the same time, increasing managerial complexity of transformation projects was identified, resulting from the need to ensure data governance, security, and transparency of personalisation mechanisms, as well as the management of ethical risk and the risk of digital exclusion. Consequently, effective digital transformation projects in FMCG require integrating the consumer perspective with mature project management practices and responsible leadership

Wałach Martyna, Stańczyk Patryk

Poznań University of Economics and Business

Najbardziej pożądane kompetencje menedżerskie na początku 2026 roku

A team manager is a person who plays an absolutely key role in a modern organization, being directly responsible for productivity, maintaining good relations, and building positive relationships within their group. For this reason, the tasks given to people in these positions are fundamental to the success of the entire company. A modern manager cannot limit themselves only to being an expert in their narrow field; they must be a versatile person, combining hard industry skills with exceptionally developed interpersonal skills. In today’s very dynamically changing world, requirements for their skills are becoming higher and often not obvious, which forces a constant check of who employers are actually looking for.

In the face of this market context, the main research question of this analysis is an attempt to determine what specific skills are most often sought in managers by modern employers at the beginning of 2026. The study aims not only to identify general trends but also to achieve a specific goal, which is to obtain precise information about the differences in sought-after skills depending on the specific industry. The entire presentation was planned in such a way as to provide the audience with knowledge about the most common requirements for a leader, which will allow them to better understand in which areas they should develop to meet current labor market expectations.

To obtain a reliable picture of the situation, a research methodology based on the analysis of secondary data was used. For this purpose, job advertisements for

managerial positions posted on the pracuj.pl portal in the first quarter of 2026 were verified in detail. The analytical process consisted of precisely counting the frequency of individual requirements in the content of the offers, which allowed for the identification of dominant patterns. Then, using MS Excel, an objective ranking of the most desired skills was created, which became the basis for further conclusions and cross-sector comparisons.

At the time of creating this abstract, the process of collecting and processing data is still ongoing, so it is not possible to clearly reveal all the final results. However, the initial analysis of the still incomplete research material allows for the formulation of the first important conclusions. Current data suggest that the most important and most desired pillars for employers remain soft skills and fluent knowledge of the English language, which form the foundation of effective management in today's business environment.

Wilczewski Arkadiusz

AGH University of Krakow

How Does AI Transform Project Management? Insights from Polish IT Companies

Introduction : The Polish IT sector is an interesting case for studying the use of AI in project management. Unlike other markets where AI-supported project management has been more widely documented (Tan, 2023), the Polish market offers an opportunity to examine real-world implementations in a less mature context. In addition, the inherently unique and temporary nature of projects often makes AI adoption more difficult, because the limited availability of project-specific data can reduce the effectiveness of AI solutions (Zhou et al., 2024). These factors highlight the importance of researching AI usage in a practical, context-sensitive way.

Purpose of the presentation: This study aims to address a research gap by analyzing how artificial intelligence is applied in project management within the Polish IT sector. Using a combination of a literature review and case studies covering four companies - three international enterprises operating in Poland and one smaller local firm - this research examines practical AI implementations and the challenges encountered during adoption. Data were collected in the third quarter of 2024. The findings provide practical, actionable insights into how AI tools can improve project outcomes, particularly in emerging markets. By exploring AI's role in task automation, decision support, and improving team dynamics, the study offers a detailed understanding of both the opportunities and barriers associated with AI implementation. It emphasizes the need to tailor AI solutions to specific organizational contexts in order to fully realize their potential benefits. This research contributes to the growing body of knowledge on AI in project management and offers practical guidance for companies and decision-makers seeking to use AI effectively while addressing its inherent challenges.

Results: The case study analysis across the examined organizations revealed recurring patterns in the adoption of AI tools for project management. Improvements were identified across different stages of the project lifecycle (from planning to closure), along with varying implementation approaches depending on company context.

Impact on project planning processes: AI supports scope definition, requirements analysis, and improves resource planning

Enhancing project execution: AI tools increase operational efficiency, especially in communication - drafting and editing emails, documenting meetings, translations, and proofreading.

Monitoring and control processes: AI improves progress tracking (e.g., ticket summaries, rapid task reviews) and supports risk identification and analysis, enabling earlier responses.

Project closure and knowledge management: AI accelerates final documentation, retrospective analysis, and the structuring and reuse of knowledge in future projects.

Offer and proposal management: In smaller companies, AI significantly reduces the time needed to analyze tenders and prepare proposals by automating data collection and reducing the risk of errors.

Witek Oskar, Wiaderek Łukasz

Non-affiliation

Platformy crowdfundingowe jako instrument weryfikacji popytu i dywersyfikacji ryzyka inwestycyjnego

Contemporary crowdfunding platforms, such as Kickstarter, have traditionally been perceived primarily as alternative capital-raising mechanisms, enabling creators to finance innovative projects through the collective support of a dispersed online community. However, this classic, unidimensional approach is increasingly being challenged by modern entrepreneurial practices. This paper posits that the fundamental role of fundraising platforms has undergone a significant transformation within the consciousness of their users over recent years. The primary objective of this study is to verify whether modern entrepreneurs, innovators, and creators are increasingly utilizing community-driven campaigns not merely to secure necessary financial backing, but equally as a strategic, early-stage instrument for comprehensive market research and the rigorous diversification of investment risk.

In the face of the exceptionally high costs associated with introducing a new product to a competitive market—expenses that frequently reach millions of dollars—the traditional manufacturing model relies heavily on theoretical forecasts. Consequently, it is burdened with a massive degree of financial peril. Instead of blindly investing significant capital based solely on intuition or flawed market predictions, astute entrepreneurs are beginning to treat platforms like Kickstarter as a safe, highly controlled testing ground. This paper explores this phenomenon by analyzing shifting business strategies and modern product development frameworks. It demonstrates that by actively verifying market demand through the mechanism of conditional pre-sales, project initiators can realistically and quantifiably assess actual consumer interest long before committing to the activation of expensive production lines or complex supply chains.

The empirical core of this research is founded upon the results of a comprehensive survey designed specifically to evaluate the actual awareness, strategic mindset, and underlying motivations of crowdfunding platform users. By gathering direct quantitative and qualitative data from project creators, the study aims to capture a realistic picture of modern campaign objectives. The insights obtained from the questionnaires allow for a critical examination of how the perception of risk and failure has evolved in the modern startup ecosystem.

Ultimately, the findings indicate that for a growing number of contemporary innovators, the potential non-funding of a campaign is no longer viewed strictly through the lens of a business failure. Rather, it is recognized as highly valuable, low-cost market feedback, effectively preventing the catastrophic sinking of immense capital into a product that simply lacks commercial viability. Conversely, a successful, fully funded campaign provides undeniable, hard evidence of market potential. The conclusions drawn from this research make a substantial contribution to the academic literature on entrepreneurship, illustrating how modern crowdfunding serves as an advanced analytical tool that actively minimizes market uncertainty and rationalizes long-term business decisions.

Woźniak Elżbieta

Krakow University of Economic

Trust in Leadership and Innovation-Oriented Management as Determinants of Organizational Effectiveness

This study examines the role of trust in leadership and innovation-oriented management as key determinants of organizational effectiveness in contemporary organizations. Despite the growing importance of both trust and innovation in management research, their combined impact on organizational performance in dynamic environments remains insufficiently explored.

The aim of this study is to analyze how trust-based leadership supports the implementation of innovative management practices and enhances organizational effectiveness. The research addresses the following questions: (1) how does trust in leadership influence employee engagement and readiness for change, and (2) how does it support the successful implementation of innovation-oriented management practices?

The study is based on a review of relevant literature and the analysis of selected organizational practices. It focuses on key mechanisms such as transparent communication, ethical leadership, and the use of modern management tools.

Wszółek Wiktor

Rzeszow University of Technology

Wpływ polityk rządowych na rozwój przedsiębiorczości i innowacyjności w sektorze odnawialnych źródeł energii

The growing pressure to achieve sustainable development goals makes entrepreneurship oriented toward renewable energy sources (RES) a key driver of economic transformation. Research presented in the literature highlights, for example, Scandinavia's success in developing such entrepreneurship, based on government policies (subsidies, tax incentives, feed-in premium/support schemes). In contrast, a gap is evident in emerging economies, where support does not always translate into RES investments. In these countries, government support for renewable energy often fails to produce tangible outcomes—measured by the growth in the number of startups or patents in the RES field—mainly due to governance barriers and insufficient investment in infrastructure.

The aim of the presentation is to assess the impact of government policies on the development of entrepreneurship and innovation in the renewable energy sector. This objective was achieved through an analysis of quantitative secondary data from 2021–2025. Desk research was used as the primary research method for analysis and synthesis. The study examined findings presented in reports by UNDP, GEM, the World Bank, and the OECD in order to identify global energy trends in selected countries. The purposive sample included 10 countries: those with very high HDI (Sweden 0.959, Denmark 0.962, Poland 0.906), high HDI (China 0.797, Brazil 0.786, South Africa 0.741, Indonesia 0.728), medium HDI (India 0.685, Bhutan 0.698), and low HDI (Nigeria 0.560). Based on the data contained in these reports, it is possible to indicate the impact of renewable energy policies on the level of development of individual countries.

The results indicate a strong positive correlation ($r = 0.74$; $p < 0.05$) between the share of low-carbon energy and R&D expenditure: Sweden—67.39% low-carbon energy, 3.42% R&D expenditure (% of GDP, 2021); Denmark—78.96% low-carbon energy, 2.81% R&D expenditure; China—2.43% R&D expenditure (a high position in rankings), 28.43% low-carbon energy; Poland—1.44% R&D expenditure, 17.46% low-carbon energy, with a low number of RES patents (a distant position in innovation rankings); India—0.65% R&D expenditure and a 19.1% share of low-carbon energy (a distant position in sustainable development rankings).

Policies are most effective in countries with high HDI, where subsidies are combined with strong human capital. According to the author, in Poland the development of entrepreneurship could be improved by reallocating EU funds from the National Recovery Plan (KPO), increasing the share dedicated to “green start-ups” from less than 15% to at least 25%, following the example of the “France 2030” strategy, which finances the Greentech ecosystem as an engine of economic growth. A viable solution would also be the introduction of tax incentives similar to Denmark's “Innofounder” scheme and preferential treatment for pro-environmental investments, which could strengthen the entrepreneurial ecosystem by 15–20% over a decade. This abstract and

the accompanying presentation aim to contribute to the discussion on better ways of designing the energy transition based on experience and empirical evidence.

Żelaskowska Lidia

University of Gdańsk

Evolutionary Mismatch in Leadership: How a Student Organization SciClub Responds to Modern Challenges in Teamwork, Motivation, and Well-Being

Contemporary leadership challenges in academic and organizational settings may be interpreted through the concept of evolutionary mismatch, understood as a discrepancy between human psychological adaptations shaped in small, cohesive, face-to-face groups and the demands of modern institutional environments. Such environments are often characterized by fragmentation, chronic evaluation, digital overload, reduced social cohesion, and weakened sense of agency, which may negatively affect motivation, trust, cooperation, and leader-team relations.

This presentation addresses the following question: how can a student research organization respond to leadership-related challenges emerging from evolutionary mismatch in contemporary academic life? To answer this question, the presentation uses a qualitative case study of SciClub, an interdisciplinary student organization, based on the analysis of its organizational practices, implemented projects, modes of teamwork, and initiatives developed to support engagement, responsibility, and well-being. The case study also takes into account the organization's development trajectory reflected in completed projects, received awards, and externally recognized successes.

The analysis indicates that several organizational solutions may be particularly valuable in reducing leadership-related tensions and improving group functioning. These include building smaller and more cohesive working structures, increasing transparency in the distribution of responsibility, strengthening social belonging, creating space for initiative and agency, and combining scientific work with practices that support psychological well-being and sustainable involvement. The SciClub case suggests that leadership may be more effective when organizational environments are designed in a way that is more compatible with human social and cognitive needs. The presentation argues that the evolutionary mismatch framework may offer a useful perspective for analyzing and improving leadership practices in educational, student-led, and project-based contexts.