

Varazdin Development and Entrepreneurship Agency and University North, Croatia  
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Lusofona University – Lisbon, Portugal  
Faculty of Management University of Warsaw, Poland  
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Medimurje University of Applied Sciences in Cakovec, Croatia  
GOVCOPP - University of Aveiro, Portugal



Book of Abstracts  
Special Issue

# Economic and Social Development in Period of Global Instability

Editors:

Ana Lorga da Silva, Vitaliy Serzhanov, Andrey Zahariev, Sime Vucetic

Selected Papers:

118<sup>th</sup> esd Conference

Hosted by: Faculty of Economics, Uzhhorod National University, Ukraine

119<sup>th</sup> esd Conference

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*This book consists of selected papers from two international scientific conferences: 118th "esd" conference in Uzhhorod, Ukraine, and 119th "esd" conference in Lisbon, Portugal. Hosts and main co-organizers were Faculty of Economics, Uzhhorod National University from Ukraine and Lusofona University – Lisbon from Portugal. The main topic of the roundtable at the Uzhhorod conference was "Global Instability, Deviations and Disruption" while in Lisbon it was "Entrepreneurship and Innovation". With late information, this Book is dedicated to our closest Associate, Friend and Scientific Committee Member, **Professor Ayuba A. Aminu** from Nigera, who passed away on 19.09.2022.*

*Thank You for everything, dearest brother.*

*Domagoj Cingula, Organizing Committee President*



**Prof. Marijan Cingula and Prof. Ayuba A. Aminu**

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# FINANCIAL DIGITAL PLATFORMS AND THEIR IMPACT ON THE INCLUSIVE DEVELOPMENT OF THE BANKING SYSTEM OF UKRAINE

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## **ABSTRACT**

*In the current realities of Ukraine, especially after the full-scale war began, the digitalization of financial services has become critically important for economic stability and social support. The military actions have significantly affected traditional banking infrastructure, creating a need for innovative solutions to ensure access to financial services. Digital platforms play a key role in overcoming these challenges, enabling people to access banking services even in remote or temporarily occupied regions where physical bank branches may be unavailable. Digital financial services contribute to the inclusiveness of the banking system, which is especially important for small and medium-sized enterprises (SMEs). These businesses have become the main drivers of economic activity during the crisis, providing jobs, creating added value, and supporting economic stability at the local level. Thanks to online platforms, businesses can more quickly access financial tools such as loans, leasing, factoring, and conduct operations with minimal time and resource costs. Moreover, digital financial services offer crucial support to citizens by allowing them to make payments, receive social benefits, and access aid, even in conditions where traditional banking services may be limited. These changes not only help the country adapt to the difficult conditions of war, but also lay the foundation for sustainable development after its conclusion.*

**Keywords:** *banking system, inclusion, digital financial platforms*

# INFORMATION FLOW AND TRANSACTION COSTS IN SOCIAL NETWORKS

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## **ABSTRACT**

*This paper delves into the complexity of social and professional networks, emphasizing their crucial influence in decision-making within organizations and societies. By studying network topology, dynamics, and change over time, it aims to understand how information distribution affects transaction costs among members. The universal structure of complex networks allows insights from various disciplines to be applied universally. This exploration specifically delves into how network placement and connections influence transaction costs tied to information access. It reviews literature on information asymmetry, transaction costs, and networking. Conclusions reveal the universality of network dynamics, emphasizing preferential attachment, homophily's role in shaping networks, and the significance of network topology in information dissemination. The resource component's importance in achieving objectives is highlighted, but disparities in knowledge and uneven information dissemination can disrupt network functionality and market efficiency. Future steps involve an in-depth network analysis of real-world systems, dynamic modeling, and case studies. These steps aim to validate theoretical concepts empirically, offering insights crucial for practical network design and management.*

**Keywords:** *social networks, information asymmetry, information distribution, transaction costs*

# SUSTAINABILITY, CAPABILITY AND DEPRIVATION CAUSALITY IN A CONTEXT OF EMERGENCE

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## **ABSTRACT**

*Inventors of quantitative estimation of national income, which received much attention, attempted to explain that their ultimate and main interest was the wealth of human existence, although what impressed were their indices, rather than their motivations. Yet, such deep and underlying motivation has often been ignored in economic analysis where means of existence are the centre and fruit of research. It is, however, important not to confuse the means and ends. Therefore, one should not focus on the intrinsic importance of income, but rather assess it depending on what it builds, particularly lives that are worthy of living. Having a decent income helps to avoid early death. Such an enterprise depends also on other characteristics, namely the organization of society, including public health, medical care, the nature of education and educational system, the scope of social cohesion and harmony, etc. Considering only means of existence or directly observing the type of life people lead constitutes a real difference.<sup>1</sup> These observations and findings reveal a contrast between the approaches based on utility and resources and the approach based on capabilities, of which the initiator is Amartya Sen (Nobel Prize of economics in 1998). The capabilities approach, therefore, attempts to put things right by focusing on the possibility of effective ends concrete freedom of attaining reasoned ends, rather than focusing on means.*

**Keywords:** *Capability, Deprivation, Sustainability*

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<sup>1</sup> SUDHIR A. and RAVALLION M (1993), "Human Development in poor countries: On the Role of Private Incomes and Public Services" *Journal of Economic Perspectives*, vol. 7.

# **STIMULATION OF THE OPERATION AND DEVELOPMENT OF INDUSTRIAL PARKS: NATIONAL AND SUBREGIONAL LEVEL**

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## **ABSTRACT**

*The article examines the processes of creating and supporting the development of industrial parks (IP) in the countries with transition economy on the example of Ukraine. The legislative framework for the functioning of industrial parks is studied. The tools and mechanisms of state support for IP at the state and local level are determined. Using the example of Zakarpattia region, the experience of the rear regions of Ukraine regarding the creation of industrial parks under martial law is analyzed. Based on the study of scientific literature, the international experience regarding the role of industrial parks in the development and use of "education-science-production" chains and their role in the development of the economy at the national and subregional level is summarized.*

**Keywords:** *industrial parks (IP), special economic zone (SEZ), state support, national, local and subregional levels, rear region, relocation, technoparks*

# DIGITAL DIPLOMACY IN THE CONTEXT OF THE THEORY OF INTERNATIONAL TRANSACTIONS

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## **ABSTRACT**

*This paper explores the evolving role of digital diplomacy in the context of modern international relations, focusing on the technological advancements and strategic initiatives employed by the United States. It examines various platforms and tools, such as DipNote, the U.S. State Department’s Diplopedia, and the role of social media in shaping diplomatic communications. The study highlights the increasing significance of digital diplomacy in promoting foreign policy objectives, public diplomacy, and engaging with global audiences. The U.S. government has pioneered the integration of digital technologies into its diplomatic strategies, fostering real-time interaction and enhancing the effectiveness of diplomatic outreach. Additionally, it addresses the challenges and risks associated with digital diplomacy, including cybersecurity threats and the spread of extremist ideologies. The analysis suggests that, despite these challenges, digital diplomacy remains a crucial tool for modernizing international relations and shaping global perceptions, offering a platform for direct engagement, timely responses, and the promotion of national interests.*

**Keywords:** *Digital Diplomacy, Social Media, U.S. State Department, International Relations, Foreign Policy, Public Diplomacy, Cybersecurity, Soft Power, U.S. Government Strategies, International Communication, Digital Technologies, National Security*

# FINANCIAL DIGITAL PLATFORMS AND THEIR IMPACT ON THE INCLUSIVE DEVELOPMENT OF THE BANKING SYSTEM OF UKRAINE

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**Keywords:** *banking system, inclusion, digital financial platforms*

# EXPLORING THE RELEVANCE OF GREEN GDP: A MULTIDIMENSIONAL TOOL FOR ASSESSING ECONOMIC PROGRESS AND ENVIRONMENTAL PROTECTION

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## **ABSTRACT**

*This research paper explores the relevance of Green GDP as a multidimensional tool for assessing the complex relationship between economic progress and environmental protection. The hypothesis posits that while Green GDP is an essential instrument for monitoring interactions between political, economic, environmental, and social forces, it must not be limited to a single dimension. The research evaluates the necessity of such a concept, reviewing the identification, assessment, and selection of Green GDP indicators, and the challenges in data collection and measurement. The GDP has long served as the primary indicator of a country's economic health, reflecting the total monetary value of all goods and services produced within a nation. However, its limitations, particularly its failure to account for environmental degradation and social welfare, have led to the growing call for more comprehensive measures. Green GDP emerged as one such alternative, aiming to include the environmental costs of economic activities, such as pollution and resource depletion. A discussion of the advantages and limitations of Green GDP such as the absence of standardized methodologies and the complexity of quantifying social costs is presented, alongside an exploration of its relationship to economic, social, and environmental domains. Additionally, the paper evaluated key differences between the Green Growth Index and Green GDP. The central hypothesis of this paper is that Green GDP serves as a valuable instrument for monitoring the complex relationships between political, economic, environmental, and social forces. However, it should not be confined to a single-dimensional interpretation but should be seen as part of a broader framework for assessing sustainable development. We explore the necessity for such a measurement, the challenges in its application, and its potential as a critical indicator of sustainable progress.*

**Keywords:** *Green GDP, Green Growth Index, green growth, sustainability, economic indicators, cross-country*

# VALUATION OF SHARES AND THEIR FAIR VALUE OF THE COMPANIES LISTED ON THE WIG-UKRAINE QUOTED ON THE WARSAW STOCK EXCHANGE IN POLAND WITHIN 2015-2024

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## **ABSTRACT**

*This paper examines share price of the companies listed on the WIG-Ukraine and their fair value between 2015-2024. Data from Q4 2015 to Q3 2024 was collected from the Stooq.pl (Polish portal of shares). Two hypotheses are tested: (1) value of the shares based on the market price; (2) value of the shares as the fair value of shares. In this paper, the WIG-UKRAINA stock exchange sector companies, which oppose a bad economic situation in Ukraine caused by military actions on its territory, were analysed. These companies were subject to detailed research in order to demonstrate that they have the potential to act on the free market and that they do not lose their financial liquidity. In addition, their fair value was shown, because the current economic and market situation in Ukraine completely deprived it of this value.*

**Keywords:** *stock exchange, share valuation, fair value, companies*



**FORECASTING CORRECTNESS OF INCURRING CREDIT WITH  
THE AID OF E.I. ALTMAN'S, J. GAJDKA'S AND D. STOS'S  
DISCRIMINANT ANALYSIS MODELS ON THE EXAMPLE OF 200  
STUDIED COMPANIES FROM OPOLE AND PODKARPACIE  
PROVINCES WITHIN 2015-2023**

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**ABSTRACT**

*The credit risk related to issuing credit for a company is mostly the result of too high amount of the incurred credit, wrong prediction of future periods and repayment of the incurred liability. In order to minimize risk, as part of information about a credited company, there should be technical and economic information enabling to conduct "collective evaluation of the company's activity" with the use of E.I. Altman's, J. Gajdka's and D. Stos's models. Both models were used in the group of the studied companies of Opole and Podkarpackie provinces. The research showed that incurred credit contributed to improvement of the financial liquidity in both groups. However, credits of greater worth led to the lessened increase of net profit and contributed to the small decrease of companies showing net loss. On the other hand, the group of companies, in which credits of lower worth were incurred, could decrease the number of companies suffering from net loss.*

**Keywords:** *company, financial liquidity, credit, discriminant analysis, net profit*

# ASPECT OF OPEN DATA OF SOCIAL COOPERATIVES AND ILLUSTRATIVE TEST QUALITY: A LITERATURE REVIEW

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## **ABSTRACT**

*Our study does not aim to be statistically representative. Its primary objective is to identify and analyze the actions implemented regarding cooperatives. This is why pursuing statistical representativeness makes little sense in qualitative methods, which instead prioritize and encourage diversity. Nonetheless, we conducted econometric modeling of 84 representative Moroccan cooperatives from various regions and diverse sectors. The survey was conducted among cooperatives from various sectors, such as handicrafts, agriculture, argan oil, foodstuffs, the collection of medicinal and aromatic plants, literacy, waste management, labor, e-commerce, tourism, fishing, arts and culture, quarrying, telecommunications, transport, retail, forestry, consulting, and management. In sectors like handicrafts, agriculture, argan oil, and foodstuffs, women are the primary workers. Sectors such as agriculture, literacy, handicrafts, and forestry are primarily operated by cooperatives of young graduates. The methodology applied is a qualitative/interpretative approach, used to address the phenomenon from the subjects' perspective, based on their insights into this social innovation within cooperatives supported by the ADF. Fieldwork was inspired by ethnography and conducted through case studies with small cooperatives (constituting a community of practice) using on-site observations, work experience narratives, semi-structured interviews, and group reflection activities. Our empirical research was carried out within two Moroccan cooperative organizations briefly introduced in the following lines, along with the study of the 84 modeled cooperatives.*

**Keywords:** *Agriculture, Cooperatives, Econometrics, Morocco*

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# **BUSINESS COMMUNICATION BARRIERS GENERATION Y'S PERSPECTIVE**

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## **ABSTRACT**

*The main objective of this study is to identify, analyze and describe how the “Y” generation perceives barriers to communication in a work environment in Portugal. This generation constitutes an increasing part of our active population, however there are no studies that try to understand main difficulties faced by this group or studies that try to help organizations adapt to these elements that have new needs. A quantitative research was developed, for which a questionnaire was developed and was applied to a sample of the population being analyzed via digital, the results were analyzed using Excel and google forms. It was possible to identify and describe the barriers to business communication perceived by this generation as the main ones, as well as the most used means of communication and how they vary depending on the situation. In this way, the aspects that a company should take into account to adapt to this generation and improve the flow of information are identified.*

**Keywords:** *Communication barriers; Business communication; Generation “Y”; Generations; Information flow*

# **DIGITAL TRANSFORMATION OF ENTERPRISES IN EUROPEAN UNION COUNTRIES –CURRENT STATE AND FORECAST UNTIL 2030**

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## **ABSTRACT**

*Digital transformation is one of the key challenges facing contemporary organizations, economies, and societies. The degree and scope of utilizing new technologies vary, and the processes of change do not proceed uniformly. Considering the above, the aim of the article is to present the diversity of the level of utilization of new technologies in enterprises between EU-27 countries in 2023 and in the perspective of 2030. Such aim required posing the following research questions:*

- *What percentage of enterprises utilize artificial intelligence, Big Data, cloud computing?*
- *What are the disparities in these areas between EU-27 countries?*
- *How far are Polish enterprises from the goals set for EU-27 by 2030?*

*In the analyses, data from the Eurostat database on the Digital Economy and Society Index (DESI) was used.*

**Keywords:** *digital transformation, artificial intelligence, Big Data, cloud computing, European Union*

# ORGANIZATIONAL INNOVATION AND THE ROLE OF MANAGERS WITHIN PORTUGUESE COMPANIES

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## **ABSTRACT**

*Today's corporate market is characterized by rapid and continuous change, demanding continuous improvement to ensure competitiveness. Within this context, the interaction between the psychosociology of organizations and organizational innovation becomes crucial. This research's main objective is to study the role of managers in promoting organizational innovation in four selected companies. The methodology adopted was a case study and the data collection instruments were interviews and questionnaires. Finally, it was possible to conclude from this study that in most companies, organizational change and innovation are extremely crucial factors for the proper functioning of a company and that managers are exceptional in their role. However, it is important to recognize that, through this study, we were also able to identify fewer positive behaviors of managers within the company.*

**Keywords:** *Innovation; Management; Motivation; Organizations*

# HUMAN CAPITAL DEVELOPMENT, CAPABILITIES AND ECONOMIC GROWTH IN NIGERIA

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## **ABSTRACT**

*Human capital development has been identified by various authors as part of the economic growth determinant. It is impossible to achieve sustainable growth without matching the relationship between human capital and economic growth with appropriate capabilities. This study sought to examine the relationship among human capital development, capabilities, and economic growth in Nigeria using time series data spanning from 1984 to 2021. Autoregressive Distributed Lag (ARDL) cointegration estimation technique was employed to analyse the relationship among human capital development, capabilities, and economic growth as confirmed by pre-test results [Phillip Peron (PP) and Augmented Dickey-Fuller (ADF)] to test for stationarity. The finding reveals that total factor productivity (proxy for innovation capability), Gross capital formation and financial deepening (financial capability) were the capability variables that significantly influenced economic growth. Therefore, the study concludes that human capital development without adequate capabilities, Nigeria will not be able to sustainably grow. Consequently, the government should focus its efforts on devising policies that will revolutionize Nigeria's education system in a manner that will stimulate the economy.*

**Keywords:** *Human Capital Development, Total Factor Productivity, Trade Openness, Life Expectancy and Financial Deepening*

# **TOURISM AND AIRLINES ACTIVITIES IN THE SOCIOECONOMIC DEVELOPMENT STRATEGIES OF CAPE VERDE ISLANDS: AN EMPIRICAL STUDY USING PLS-R**

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## **ABSTRACT**

*The purpose of this paper is to analyze the impact of the relationship of the airlines and tourism activities in the socioeconomic development of Cape Verde using the Partial Least Square Regression. The results demonstrated that the PLS-R model provides the determination of the statistical and explanatory variables, in this case, the relationship between air transport activity and the socioeconomic development of Cape Verde. In terms of optimization and arbitration, it's deductible that a high coefficient of tourist income is necessary to influence the economic growth of the region, with special attention to tourist destinations (*dest\_I*) and their influence on balance and socio-economic impact. In addition, there is a correlative trend between the three explanatory variables, gross domestic product, tourism, and passengers and their characteristics, which in turn elucidate the readers of the determinants to be amplified and the components to be optimized for obtaining a greatest possible advantage.*

**Keywords:** *Air Transport Activity; Tourism; Socio-economic Development; Partial Least Squares; Cape Verde Islands; Decision-Making*



# FACTORS BEHAVIORAL ANALYSIS RELATED TO THE MANAGEMENT OF TOTAL REVENUE MANAGEMENT IN A LEGACY AIRLINE USING PLS-R

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## **ABSTRACT**

*The operational strategy now operates in a highly regulated industry with a competitive environment as a result of the liberalization of aviation. The current article is to identify the variables that affect overall income and advance the behavior variable's research. The goal was to investigate the sustainable factors and overall revenue behavior of TAP Air Portugal, a legacy carrier operating on three different kinds of routes, using PLS-R. We conclude that by observing the behavior of total revenue throughout the time that rates for a particular trip are available, it is possible to keep an eye on how the Revenue Management system is acting.*

**Keywords:** *Airline; Revenue Management; Decision-Making Process; Management; Partial Least Squares; TAP Air Portugal*

# NAVIGATING SOCIAL MEDIA: A COMPARATIVE ANALYSIS OF USERS' BRAND AND SHOPPING-RELATED ACTIVITIES ACROSS DIFFERENT PLATFORMS

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## **ABSTRACT**

*This study categorizes user activities on major social media platforms into brand-related and shopping-related activities, using secondary data from 66307 respondents across 20 countries collected by Euromonitor. The results point that Facebook and YouTube are primarily used for finding brand and products information. Instagram is notable for brand and product search, receiving offers after referrals, and buying goods. TikTok stands out for purchases after influencers' reviews. WeChat engages users in brand interactions and purchases stimulated by influencers. The platforms form four clusters: Facebook and Instagram; WeChat and TikTok; Pinterest and WhatsApp; and YouTube in an isolated cluster. The study also discusses academic and managerial implications, limitations, and future research directions.*

**Keywords:** *Brand-related activities, E-commerce, Shopping-related activities, Social Media, Social media platforms*

# **ANALYZING THE IMPACT OF QUERY COMPLEXITY AND INDEXING ON SQL PERFORMANCE: A METHODOLOGICAL AND RESOURCE UTILIZATION STUDY**

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## **ABSTRACT**

*Efficient data retrieval is essential for modern applications, especially when dealing with large and complex datasets. This paper explores the optimization of SQL query performance through strategic indexing and the use of various query structures. Central to this research is the Datawrap web application, designed to simplify query generation and provide detailed insights into execution times. The study evaluates the performance impact of clustered and non-clustered indexes, comparing query execution times on both indexed and non-indexed data. Additionally, it analyzes different JOIN operations, focusing on how query complexity and data volume influence execution speed. The findings highlight the benefits of efficient indexing and query optimization, with significant improvements in performance metrics, as well as an in-depth examination of resource utilization and system efficiency under various scenarios.*

**Keywords:** *SQL Queries, performance analysis, datawrap application, index optimization, user experience*

# CURRENT STATUS ON SUSTAINABLE DEVELOPMENT IN CROATIA

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## **ABSTRACT**

*The concept of sustainable development is defined as meeting the needs of the present without compromising the ability of future generations to meet their own needs. This paper examines the implementation of sustainable development in the Republic of Croatia using a descriptive analysis based on three key indicator groups: economic and social, knowledge economy, and environmental protection indicators. Data were collected from Eurostat and the World Bank for 2022 and 2023. The economic and social indicators show that Croatia's economy is growing faster than the EU average, reflecting its status as a developing country. However, challenges such as lower employment rates and high levels of poverty remain. Croatia invests more in education compared to the EU average, but research and development expenditures lag significantly. This lack of investment in innovation and technology commercialization limits Croatia's potential for economic competitiveness. In terms of environmental protection, Croatia performs well in renewable energy use and reducing greenhouse gas emissions. However, it faces challenges due to its high dependence on energy imports, a significant issue amidst global political uncertainties like the Russia-Ukraine conflict. Based on the Sustainable Development Goals (SDG) Index, Croatia ranks 8th globally, achieving 82.19% of the goals, with notable progress in poverty reduction and quality education. However, it lags in responsible consumption and climate action, particularly regarding nitrogen emissions and greenhouse gas emissions embodied in imports. This analysis highlights Croatia's positive trajectory in sustainable development but emphasizes the need for further investment in innovation and energy independence. The findings serve as a foundation for future research on the macroeconomic and social impacts of sustainable development measures.*

**Keywords:** *Croatia, Economic indicators, Environmental protection, Knowledge economy, Sustainable development*

# SUSTAINABLE AVIATION FUELS: A PATHWAY TO DECARBONIZATION IN AVIATION – THE CASE STUDY OF SWISS INTERNATIONAL AIRLINES

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## **ABSTRACT**

*Despite contributing only 2.5% of global anthropogenic CO<sub>2</sub> emissions, aviation faces intense scrutiny due to its significant challenges in decarbonization. The industry's dependence on energy-dense fossil fuels and the current technological constraints of alternative energy sources make it particularly difficult to reduce its carbon footprint. As part of global efforts to meet international climate goals, such as the Carbon Offsetting and Reduction Scheme for International Aviation (CORSIA), aviation has become the center of attention in the climate change mitigation effort. Industry stakeholders are under increasing pressure to adopt sustainable practices that can reduce environmental impact. Among these solutions, Sustainable Aviation Fuels (SAF) have emerged as one of the most promising, offering the potential for substantial emission reductions without requiring major technological modifications to aircraft. This paper examines SWISS International Airline's initiatives to implement Sustainable Aviation Fuel (SAF) as a component of its comprehensive sustainability strategy. With this case study, this research analyzes the integration of SAF into the airline's operations and assesses the challenges and opportunities encountered during the process. The methodology employs qualitative research techniques, combining primary data obtained from interviews with corporate responsibility executives with secondary data from corporate sustainability reports to provide an in-depth understanding of the adoption of SAF. Being a contemporary and under-researched phenomenon, qualitative and exploratory research was employed to facilitate a comprehensive analysis of the complexities inherent in the adoption of SAF. While focusing primarily on SWISS, the research examines the broader implications of SAF implementation within the aviation sector. It investigates the techno- economic, environmental, and regulatory factors that influence the viability and scalability of SAF, as well as the role of market-based mechanisms, such as emissions trading systems. The findings of this innovative study provide insights how SAF can contribute to mitigating the aviation industry's carbon footprint and enhance its sustainability, thus establishing a foundation for the future of sustainable aviation.*

**Keywords:** *Aviation, Decarbonization, Reduced emissions, Sustainable Aviation Fuels (SAF), Case study*

# TOP MANAGEMENT AND INTRAPRENEURIAL DYNAMIC: A MULTI-SECTOR ANALYSIS

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## **ABSTRACT**

*In management literature, it is well known that there is a wide range of mechanisms available to facilitate the development of an intrapreneurial climate within companies. Many academics have examined the levers of intrapreneurial dynamics. The models presented by the various researchers highlight a panoply of levers likely to influence the intrapreneurial behavior of employees. For example, Basso and Legrain identify five determining factors, including the strategic vision and leadership of managers. For their part, Ireland, Kuratko and Morris have highlighted the impact of intrapreneurial strategy on performance, drawing on levers such as human resources management, culture and structure. The present work is part of a growing body of research on the intrapreneurial process. The main objective is to assess the impact of managerial support on the adoption of intrapreneurial behavior by employees working in different business sectors, especially Morocco's global businesses (MMM). The research enabled us to highlight certain levers that have a direct impact on the development of intrapreneurial behavior, notably the project-based approach adopted by top management.*

**Keywords:** *Intrapreneurship, Top management support, Morocco's global businesses.*

# COMPARATIVE ANALYSIS OF HEALTHCARE EXPENDITURE IN CROATIA IN RELATION TO EU COUNTRIES AS A PRECONDITION FOR A NATION'S WELFARE

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## **ABSTRACT**

*Healthcare spending is deeply connected to the concept of welfare economics through the prism of financial investment in healthcare in order to improve the availability and quality of healthcare and the health of the population in general. Healthcare spending in the EU countries varies significantly, with an average share of healthcare spending of around 10.3% of GDP according to Eurostat. The largest share of public spending on health is recorded in countries such as the Netherlands, Denmark and Sweden, where public health spending exceeds 10% of GDP. These countries are characterized by highly developed health systems that combine public and private funding sources. On the other hand, EU members such as Poland, Hungary and Romania invest a smaller share of GDP in health, and health services in these countries may be less accessible. According to Eurostat, Croatia allocated around 7.2% of GDP for healthcare, which is below the European average. Healthcare financing in Croatia is mostly public, while private consumption accounts for about 15% of total healthcare expenditures. Although Croatia provides basic health care at a solid level, it faces challenges such as long waiting lists, inequality in the availability of services between urban and rural areas, and an aging population, which increases pressure on the system. The analysis shows that, although Croatia has invested significant resources in the health sector, it still lags behind the more developed EU countries in terms of the amount of spending per GDP and the quality of services. To improve the efficiency and equality of health care, additional investment in infrastructure, human resources and the reduction of regional disparities in the availability of health services are needed. The aging of the population and the rising costs of long-term care represent additional challenges that require structural changes in the financing of the Croatian health system.*

**Keywords:** *Availability, Healthcare financing, Population, Welfare economics*

# **PUBLIC INTEREST AND THE ENERGY TRANSITION: INSIGHTS FROM KEYWORD TRENDS IN V4 COUNTRIES**

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## **ABSTRACT**

*Nowadays public opinion plays a crucial role in shaping the political support for the renewable energy transition, including investments in green energy, and reforms in energy consumption and generation patterns. However, this transition reveals a paradox: shifting to renewable energy requires significant investments, which can lead to significant costs for consumers. That is why the issue of public readiness to participate in the energy transition process is critical for the development of policies and investment strategies. In this study, we analyze the volume of searched keywords related to renewable energy for households across V4 countries, focusing on time series trends for the top 10 keywords from December 2016 to September 2024. Identification of key change points is an essential step to exploring potential factors that triggered changes in public interest during this period. Tools such as Google Trends and Semrush can be used not only to track search volumes but also to uncover relevant topics that may have influenced public interest. Our findings offer insights into the dynamics of public engagement with renewable energy, providing a starting point for a detailed analysis of global and local events as impact factors.*

**Keywords:** *Energy transition, Keyword analysis, Public opinion, Renewable energy, V4 countries*



## **BENEFITS OF UPSKILLING AND RESKILLING**

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### **ABSTRACT**

*The business environment has been changing rapidly in recent decades and after the Covid-19 pandemic, it is visible more than ever before. Changes followed primarily by growing dependency on digital systems and the increasing use of ICT, require new ways of doing business and new knowledge among employees. Business changes are impossible without employees, especially those who will be able to implement them. On the other hand, there is less and less adequate labor force on the labor market, which is why acquisition of new skills throughout upskilling and reskilling are becoming so important. There is a lot of benefits of upskilling and reskilling, for organizations and individuals as well. The state of the labor market and current changes are the circumstances in which organizations function, and training and development will become one of the key activities that HR managers will deal with in the years to come. However, often employees learn new skills on their own initiative, with or without financial support of organization. The benefits are certainly multiple, but many emphasize that the support of the public sector will certainly be necessary. The public sector needs to provide stronger support for reskilling and upskilling especially for workers at risk or displaced workers. Benefits and positive effects of upskilling and reskilling are the main topic of this paper work.*

**Keywords:** *Business environment, Communication, Human resources, Upskilling, Reskilling, Soft skills.*

# GOVERNANCE AND PERFORMANCE IN MISERICORDIAS

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## **ABSTRACT**

*Over the last few decades, in the absence of government responses to the growing social challenges of contemporary societies, we have witnessed the proliferation of charitable institutions, without management models and governance practices keeping up with this evolution. Charities rely on resources that are outside their control, so governance must be structured to ensure that charities can access and manage these resources effectively. Governance practices must be geared towards ensuring that charities maintain and optimize their relationships with resource providers, just as inadequate governance practices lead to resistance from key resource providers to contribute to these charities. Therefore, it is essential to understand how governance practices may interfere with the financial performance of these institutions; which is why, in recent decades, there has been an increase in studies and research in this area, not only as a sustainability factor, but also as a way to modernize management and promote accountability and transparency in these institutions. Effective governance, accountability and transparency in the non-profit sector can help strengthen charities' ability to attract and retain financial resources essential to their operations and social impact, just as implementing sound governance practices can help charities to ensure continued access to the resources needed to achieve their objectives and fulfill their missions. Governance practices that promote accountability and transparency can increase the trust of stakeholders, including donors and partners, by demonstrating that resources are being managed effectively and responsibly, attracting financial support and other resources. However, there are few studies found in the literature that evaluate the relationship between governance and financial performance in charities and those related to Misericórdias, a Portuguese type of charity with social purposes, are practically none to almost non-existent. These institutions are secular in Portuguese society, have the nature of brotherhoods and have a significant weight in social support. Therefore, this study aims to analyze the influence that the governance environment exerts on the financial performance of Misericórdias, in which good governance is seen as a way of improving management, adding value and facilitating access to resources, contributing to better performance. effective and efficient and for its sustainability. In order for the Misericórdias to better respond to social problems, they need to modernize and professionalize, adopting management and information models that are contrary to the lack of formalism that characterizes them. It is natural that these institutions, given their dependence on resources that characterize and condition them, seek the best performance and avoid excessive dependence, minimizing vulnerabilities. Misericórdias must adapt to the uncertainties of the external environment to deal with the challenges of maintaining and actively managing the flow of resources they need to survive and must be agile and adaptable to changes in the external environment. Governance practices that encourage innovation and flexibility can help these institutions respond quickly to new opportunities and challenges, thereby ensuring continued access to resources. Governance practices play a crucial role in helping charities make their resource providers want to contribute more money to the mission they intend to serve, as well as can be considered as resource management mechanisms that help to ensure the efficient and effective allocation of resources available to charities.*

**Keywords:** *Governance, Financial Performance, Not-for-Profit Organizations, Misericórdias*

# HANDLING WITH PLANNED MISSING DATA IN LONGITUDINAL ANALYSIS

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## **ABSTRACT**

*Missing or incomplete data represents a persistent problem in several studies in different fields, such as education, psychology or marketing. For some authors, this is one of the most important statistical problems in the research, and the practice was to exclude the missing observations from the data modeling. The use of a planned missing design could help with this problem. In a planned missing design, missing data are structured purposely and according to the researcher's wishes. The goal of using such a design is to reduce the amount of effort required for inquiry and, as a result, panel desertion. On the other hand, latent growth curve models are a useful statistical approach for studying change with longitudinal data. This type of modeling, which estimates a latent trajectory over time allows the analysis of change both individually and across all individuals. When our data contains omissions, we can estimate a change process utilizing latent growth curve models using full information maximum likelihood (FIML) method. This work aims to emphasize the application of FIML in estimating a latent growth curve model, particularly within the context of a planned missing data design.*

**Keywords:** *Full Information Maximum Likelihood, Latent Growth Curve Model, Planned Missing Design*

# THE MODERNIZATION OF JUSTICE IN MOROCCO THROUGH ICT AND ECONOMIC INTELLIGENCE: CURRENT STATE AND PERSPECTIVES

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## **ABSTRACT**

*This article explores the modernization of justice in Morocco through ICT and Economic Intelligence, focusing on the achievements made between 2022 and 2024. Key initiatives include the establishment of digital platforms, electronic document exchange, and digitized case management. These reforms have led to reduced processing times, enhanced transparency, and improved accessibility for citizens. However, challenges persist, particularly in terms of cybersecurity, technological infrastructure, and digital inclusion. The interaction between digitalization and economic intelligence is essential for anticipating changes, optimizing resources, and enhancing judicial efficiency. The article concludes with recommendations to sustain and expand these advancements.*

**Keywords:** *Judicial Modernization, Information and Communication Technologies (ICT), Economic Intelligence (EI), Digitalization, Judicial Transparency*

# COMMUNICATION ASPECTS OF ESG REPORTING

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## **ABSTRACT**

*To achieve a socially responsible reputation, modern business organizations introduce an ESG system that monitors the environmental, social and governance activities of the company and regularly reports on this to key stakeholders who have an interest in monitoring these aspects of organizational activity. Reporting on ESG activities to stakeholders presents a complete and transparent picture of the business organization. For some organizations it is an imposed obligation, which depends on the legislative bodies, but it is becoming a growing trend among organizations that do not have an obligation and carry out ESG reporting voluntarily. The paper presents a preliminary analysis of theoretical assumptions about the communication aspects of such reporting to build up a theoretical path for developing a scientific study that will synthesize all the advantages and benefits of such communication but as well all elements of the same and good practices. The following paper has the aim of seeking the link of ESG reports with particular communication level: internal communication that promotes organizational values that are in harmony with the general social and personal values of employees, including team communication required due to the synergy of different parts of the organization in ESG reporting and crisis communication through the need for honest communication to develop the trust and integrity of the organization, but also the opportunities provided by reporting on corrective measures and future activities to improve operations at critical points; external communication that as well includes crisis communication management but as well marketing communication to emphasize differentiation on the competitive market. Finally, strategic communication itself, which closes the communication process with feedback using ESG reporting.*

**Keywords:** *ESG reporting, socially responsible communication of organizations, communication aspects of reporting, business reporting*

# **AN ANALYSIS OF THE CONCEPT OF SUSTAINABLE HOSPITALITY: THE INFLUENCE OF ENVIRONMENTAL PRACTICES ON CONSUMER VISITING INTENTIONS**

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## ***ABSTRACT***

*The adoption of sustainable practices has put pressure on hotels to implement new environmental policies in response to the demands of the emerging responsible tourism segment. In this context, the present study aims to explore sustainable hotel policies. Thus, the main objectives are to understand the importance of sustainability in hospitality and to capture a ground perspective that justifies the influence of good practices on attracting new consumers. This research is supported by a quantitative research, based on a questionnaire delivered to a total of thirty respondents, which allowed to examine the influence of environmental practices on consumer behaviour, measured by visiting intentions.*

***Keywords:*** *Tourism, Hospitality, Sustainability, Environmental Management*

# NATIVE ADVERTISING IN THE CONTEXT OF ETHICS

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## **ABSTRACT**

*Native advertising is regularly encountered in the digital space, and the year-on-year increase in this phenomenon raises the need to address ethical issues related to its elements. This raises the question of whether this form of advertising is sufficiently transparent and respects the ethical aspects of advertising. Marketers and publishers are using innovative methods to create, format and deliver digital advertising. Native advertising as content that has similarities to news, feature articles, product reviews, entertainment and other material surrounding it online must be clearly recognizable. The Federal Trade Commission (FTC) Act prohibits deceptive or unfair practices. The FTC's role is to ensure that longstanding consumer protection principles are applied in the digital marketplace, including native advertising (Federal Trade Commission, 2015). In this paper, we focus on elements of native advertising that, by their characteristics, could violate ethical rules of marketing, such as transparency, manipulation, truthfulness of information, and recognizability of advertising from the digital environment. The aim of the present study is to identify the influence of native advertising elements from an ethical perspective on consumers' attitudes towards native advertising. We were inspired to do this by, among other things, a finding from a Reuters Institute report (2015), which found that 33% of UK internet users and 43% of US internet users felt "disappointed or cheated" after reading an article and later discovering that the article had been sponsored by a brand or company. Despite these findings, however, a report by the Reuters Institute suggests that readers were more accepting of sponsored content that was clearly labelled and differentiated (Breiner, 2021).*

**Keywords:** Advertising Recognition. Content marketing. Ethics in marketing. Manipulation. Media. Native advertising. Transparency.

