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How to Cope with Disrupted Times***

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Preface

The *Book of Abstracts* of the **9th International Scientific Conference EMAN 2025 – Economics & Management: How to Cope with Disrupted Times** presented an overview of the diverse research contributions discussed at the conference held in **hybrid format on March 27, 2025, in Paris, France, at the Institute in Paris, University of London**. This volume offered concise insights into current academic and professional debates addressing the economic, managerial, and societal challenges emerging in an increasingly uncertain and rapidly changing global environment.

The abstracts reflected the conference's **broad multidisciplinary scope**, covering topics in economics, sustainability, finance, management, digital transformation, tourism, public administration, and law. A significant number of contributions focused on **economic development and policy challenges**, including regional integration, trade dynamics, foreign direct investment, remittances, and the role of energy and environmental policies. These studies highlighted the structural transformations shaping both European and global economies.

Sustainability and the green transition were central themes across many contributions. Papers addressed the blue economy, circular economy practices, sustainability reporting, environmental risk management, and sustainable resource utilization. Research also explored the relationship between sustainability and financial performance, as well as the role of emerging technologies in supporting sustainable growth and development.

The volume also included important insights into **financial systems and market dynamics**, covering financial fraud, tariff policies, algorithmic trading, banking sector transformation, and the role of blockchain and green finance. These contributions reflected the increasing complexity of financial markets and the need for innovative and responsible financial practices in disrupted times.

Management, labor markets, and organizational behavior were addressed through studies on workforce migration, youth employment, gender diversity in leadership, job satisfaction, and modern management approaches. Particular attention was given to how organizations adapted to digital transformation, crisis conditions, and changing workforce expectations.

The abstracts further highlighted the role of **digitalization and innovation** in public administration and business environments. Contributions examined e-governance, digital service delivery, benchmarking practices, and the integration of advanced technologies into organizational processes. These studies emphasized the importance of digital readiness and institutional adaptability.

Tourism and regional development formed another important thematic block. Research explored sustainable tourism practices, destination marketing, digital transformation in tourism, inclusive tourism models, and emerging trends such as space tourism. These contributions demonstrated tourism's sensitivity to global disruptions as well as its potential as a driver of economic recovery and cultural exchange.

Finally, the volume addressed **legal, institutional, and societal dimensions**, including arbitration, public law, and governance frameworks, underscoring the role of legal systems in supporting stable and resilient economic development.

Taken together, the *Book of Abstracts* captured the intellectual diversity and richness of EMAN 2025. It served both as a guide to the full conference proceedings and as a reference for researchers, practitioners, and policymakers seeking to understand emerging trends and responses to disrupted times in economics and management.



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The Blue Economy: A Paradigm Shift in Development

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Abstract: *Humanity has long been guided by a belief in limitless technological progress and inexhaustible resources, ignoring the critical link between socio-economic systems and environmental health. This disconnection has intensified global challenges, including pandemics, wars, and natural disasters, exposing the vulnerabilities of current economic models that resist adaptation and fail to ensure resilience. The Blue Economy offers a transformative vision, emphasizing long-term sustainability over short-term exploitation. Promoting innovative and responsible use of oceanic and aquatic resources, it enables economic growth while preserving natural capital. This approach redefines progress by integrating ecological balance, social equity, and economic resilience. This study examines the potential for both coastal and non-coastal regions to thrive under the Blue Economy paradigm. It underscores its broader implications for sustainable development, presenting a path to transition from exploitative practices to a model that harmonizes economic prosperity with environmental stewardship.*

Keywords: *Blue economy, Regional development, Economic development, Development economy*

Sustainable Development in Central and Eastern Europe – Insights from a Bibliometric and Systematic Literature Review Analysis

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Abstract: *The purpose of this study is to analyse the existing literature on sustainable development in Central and Eastern Europe, assess current research patterns, and outline an agenda for further exploration in this field. This paper utilizes bibliometric analysis and a systematic review to examine 360 papers from the Web of Science database covering the years 1992 to 2025. For advanced bibliometric analysis, Biblioshiny on R Studio was employed to identify publication trends, influential journals, notable publications and authors, key relevant keywords, and to create a three-field plot that illustrates the relationships among countries, keywords, and journals.*

This study offers a bibliometric analysis of past and current developments concerning sustainable development in Central and Eastern Europe. Additionally, based on a systematic literature review of the 30 most influential articles, we identified the background theories used, the primary research methodologies applied, and valuable insights into the main contributions within this research domain. The study also highlights the need for further research to gain a deeper understanding of the various aspects of sustainable development in Central and Eastern Europe.

Keywords: *Sustainable development, Central and Eastern Europe, Bibliometric analysis, Content analysis, Biblioshiny*

Export Potential of the EU with Selected Balkan Countries

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Abstract: *The economic integration of the European Union (EU) with the Balkan region remains a critical aspect of its trade policy, particularly in the context of the EU's enlargement strategy and economic cooperation initiatives. This study evaluates the export potential of the EU with selected Balkan countries by applying two key indices: the Revealed Comparative Advantage (RCA) Index and the Trade Potential Index (TPI). Using trade data for the most recent available period, this research calculates RCA to determine the comparative advantages of key export sectors in selected Balkan economies. The TPI is then employed to assess whether existing trade flows align with predicted potential, identifying expansion opportunities. The findings indicate that while certain sectors demonstrate strong comparative advantages, trade remains below potential due to structural, institutional, and regulatory barriers. The study highlights the role of trade agreements, market access conditions, and economic convergence in shaping trade patterns. Strengthening trade linkages between the EU and the Balkans could contribute to regional economic stability and deeper economic integration.*

Keywords: *Export potential, EU trade, Balkans, Revealed Comparative Advantage, Trade Potential Index, Economic integration, Trade policy*

Access to Markets and Regional Economic Growth in Italy, 1951-2021

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Abstract: *The economic divide between the Centre-North and the Mezzogiorno is a key element of Italy's development. Regional disparities increased until the 1950s, followed by a phase of convergence until the 1970s, after which they remained largely unchanged. The literature has extensively analyzed the role of social capital and institutions, while largely overlooking the influence of geographic factors, particularly market access. The concept of market potential, introduced by Harris (1954) and developed within the New Economic Geography (NEG), highlights how regions with greater access to markets tend to grow more rapidly. Studies on Italy, Spain, and France have confirmed its role in the distribution of industry and economic development (A'Hearn & Venables, 2013; Missiaia, 2016; Daniele et al., 2016).*

This study examines the relationship between market potential and regional economic growth in Italy from 1951 to 2012, comparing it with other economic and social determinants. The results show that market potential has had a significant impact on economic growth, substantially influencing regional performance.

Keywords: *Economic growth, Italy, Nord-Sud, Convergence and Divergence, Market potential*

Exploring the Impact of Inward Foreign Direct Investment on Energy Poverty in the MENA Region

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Abstract: *The Middle East and North Africa (MENA) region holds a significant position in the global energy market due to its large reserves of oil and natural gas. However, despite these ample resources, MENA countries tend to attract less Foreign Direct Investment (FDI) compared to other regions. This study aims to identify strategies for attracting more FDI inflows and assess the impact of FDI on various sectors. It explores policy frameworks, institutional factors, and governance in FDI and energy poverty, aiming to understand FDI's effect on reducing energy poverty. It provides recommendations to policy-makers and stakeholders to boost FDI's positive impact and foster sustainable development.*

Keywords: *Inward Foreign Direct Investment, Energy poverty, MENA region, IFDI*

The EUNGreen Deal Strategy Is Not So Green in Practice

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Abstract: *As usual in such case also, this latest EU strategy for the 21st century has been launched with traditional pomp with objectives to achieve CO₂ neutrality by 2050 and eliminate the classical cars by 2035, etc. But from the beginning of its implementation there has been a big skepticism of reality regarding the possibility to achieving those main objectives of this ambitious strategy, similarly like it has been in case of many other such ambitious strategies of the EU as e.g. e-Europe 2000 with objectives in order the EU would become the most advanced knowledge based and information society in the world by 2010 and even now in 2024 nothing like that is existing. Similarly, the Schengen strategy on protection of external borders of the EU, which now requires strict rules for citizens of the EU, but is not functioning at all against millions of illegal migrants to the EU. The Euro strategy now means that the particular Maastricht criteria are not met by any of the Eurozone member states, while they are required only for new applicants. The GDPR strategy on the protection of personal data is now totally eliminated by the so-called cookies collected now by most parties on the Internet, and they are sharing them with tens of their partners?! Therefore, since its launch, the implementation of the Green Deal has raised significant doubts about the feasibility of achieving its objectives. One of the clearest indications of these concerns has been the widespread protests by farmers across the EU, who argue that the strategy imposes excessive bureaucratic requirements. According to them, this growing administrative burden forces farmers to devote more time to paperwork and compliance procedures, rather than focusing on their core agricultural activities and farm management. Additional challenges in the implementation of the Green Deal concern, for example, its promotion of renewable energy sources such as photovoltaic panels. Although these technologies have been strongly promoted through marketing campaigns and supported by financial incentives from EU authorities, the strategy, similar to previous large-scale policy initiatives, has been hindered from the outset by extensive bureaucratic procedures. Just for illustration, we are presenting some of the basic problems in this respect as follows:*

- *When applying for those photovoltaic panels, it takes up to at least three months before the installation is carried out.*
- *When the installation is finally going on, you have to accept over one hundred twenty(!) pages of the particular technical documentation that is technically too detailed for an ordinary user of that photovoltaic technology.*
- *If we make a comparison of purchasing an ordinary car, the future user has to accept all detailed documentation on technical details, how the four-tact car engine works, and what processes are related to that, etc. In general, it is too complicated and unnecessary for an ordinary user of the photovoltaic panels.*
- *That huge amount of documents has not only to be copied, but in some cases, both future users of photovoltaic panels, i.e., husband and wife, have to submit a declaration verified by the notary's office.*
- *Concerning the installation of photovoltaic panels, the initial offer often refers to a government or EU subsidy of up to EUR 2,800. However, this amount is typically conditional upon the total square meters of installed panels. In practice, households with standard family house roofs rarely meet the required surface criteria to obtain the full subsidy. As a result, the actual financial support received is usually significantly lower, amounting to approximately EUR 1,500 at most.*
- *However, even this reduced amount of state subsidy is not received immediately. Beneficiaries are typically required to wait an additional three to four months, at best, before the funds are disbursed.*
- *The best precondition for using the solar panels is the contract with the local supplier of electricity, where it is stated in the contract that any unspent electricity you produce through those panels, you have to give to the supplier of electricity as a gift, and of course, for free.*
- *The most special case is the situation where the overproduction of electricity cannot be used to cover the consumption of gas, which otherwise would be fully in line with the Green Deal, to replace the classical sources of energy with the renewable sources of energy.*
- *If you want to control your production and consumption of electricity, one is producing you need a special mobile phone application that can control your production, but not your consumption.*

- *If you also want to control that consumption, you need to purchase another meter that is about as expensive as the entire above state subsidy.*

In order to make this long story short, the system is, in general, so complicated that it is discouraging many potential customers from applying and purchasing those solar panels, especially if not for the above bureaucracy, but especially for that one precondition that you have the extra produced electricity to offer as a gift to the electricity supplier for free! Absolutely absurd is also the requirement that this extra electricity, not consumed electricity, you produced through your solar panels, you cannot use for covering your natural gas consumption, which would be quite logical and fully in line with the Green Deal strategy on replacing classical sources of energy like natural gas, moreover, e.g., from Russia by your produced solar energy. Hence, already now, shortly after the Green Deal is implemented in practice, it is almost for sure clear that such a system as we described above has no chance to be efficiently implemented into the practical usage of the Green Deal in the daily practice of the EU and its citizens. Therefore, it is quite evident that this latest great strategy of the Green Deal is already now moving towards the fate of all big previous EU strategies we have mentioned at the beginning of this abstract i.e. to fail and never meeting its noble mission regarding CO₂ free EU using to the maximum utilizing the modern renewable sources of energy as in our case energy from the solar panels. Another blow to the EU Green Deal strategy is the decision of the new US administration to withdraw from the Paris Agreement on climate change and allowing another drilling of traditional sources of energy.

Keywords: *Green Deal, CO₂ emissions, Photovoltaic panels, Paris agreement, Solar energy*

Impact of the Crowd Effect on the Economy

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Abstract: *The authors explore a unique phenomenon: the crowd effect (or collective behaviour) and its impact on the economy. The crowd effect can be seen in various spheres of social, cultural, political, social and economic life. Its effects are particularly dangerous for the economy and can have significant consequences for market fluctuations, investment decisions and even social policymaking.*

*Research on crowd effects began with the famous psychologist Gustave Le Bon's *The Psychology of Crowds* (1895), in which he described how groups of people can behave differently from individuals. He argued that the psychological underpinnings of the crowd effect are linked to human nature and the social environment. In economics, the crowding effect is most often manifested through the behaviour of market participants, where investors start to copy each other's actions. This can lead to market bubbles, where mass purchases begin and lead to unjustified price increases; the internet technology bubble of the early 2000s, known as the dot-com bubble, is a prime example of the crowd effect in economics. In contrast to market bubbles, the crowd effect can also lead to mass market panics and crises. Investors suddenly start selling assets, causing sharp price falls and financial chaos. The authors of this paper have examined the behavioural patterns of investors and identified how the state can regulate them. This is primarily through responsible macroeconomic policy, which consists of stricter regulation of financial markets and increasing their transparency. Regulation of borrowing rates is particularly effective in reducing speculative borrowing. Pension funds and insurance companies must act as stabilising forces in the market, as their investment strategies are longer-term, and more fundamentals-based.*

The authors of the study found that collective action by governments can deliver even better results. When the European Union introduced stricter financial market regulations in 2010 to prevent future financial crises and ensure greater stability in the markets, the negative effects on the economy were reduced. Governments thus have many tools and mechanisms at their disposal to manage crowd-out effects and ensure economic stability.

Keywords: *Crowd effect, Economic impact indicators, Economic impact measurement*

Efficiency and Equity in the Blue Economy: An Analysis of Water Resource Utilization and Income Inequality in EU Countries

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Abstract: *Water, a limited natural resource, is essential in almost all manufacturing operations. It serves as a crucial foundation for economic development, enhancing agricultural production, industrial output, and human welfare in any society. Economic activity and advancement depend on the availability of clean water, employed in industrial processes and agricultural cultivation. As a limited resource, it is essential to employ it properly to maximize its benefits while minimizing waste and ecological damage. Water access, as an essential resource and economic commodity, significantly impacts income generation potential through production expenses and household expenditures. The paper aims to examine the influence of water use efficiency on income inequality within European Union nations. The analysis encompasses the period from 2000 to 2021. This research employs a methodological approach based on panel data using the Method of Moments Quantile Regression (MMQR) technique. The relationship between the efficient use of water resources and income inequality is particularly detrimental; specifically, as the GINI coefficient increases (income disparity among individuals intensifies), the water use efficiency indicator declines. This may indicate that in certain economies, water resources are underutilized, impeding the development of the economic sectors dependent on them. Our findings contribute to a complete policy framework that addresses the negative correlation between water use efficiency and income inequality. We advocate for the alignment of regulatory standards among EU member states and the incorporation of water efficiency goals into comprehensive economic development policies. These interrelated strategies examine how water inefficiency exacerbates income inequality, establishing avenues for more equitable access to water resources and associated economic advantages within the blue economy framework. The methodology demonstrates how the blue economy may transform into a "sea of possibilities" for inclusive growth instead of perpetuating inequality, offering a framework for integrating equity issues into sustainable water governance.*

Keywords: *Income inequality, Water use efficiency, Blue economy*

Regional Development Disparities in Serbia: The Role of Spatial Planning in Coping with Disrupted Times

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Abstract: *This paper aims to examine the level of regional development in Serbia as a foundation for defining adequate development measures in the context of increasingly disruptive times on a global scale. The disparities in regional development within Serbia are substantial, posing a significant challenge to the country's economic and social progress. This research will analyze the key factors contributing to these disparities, including economic, political, and social aspects, with a focus on their impact on quality of life, infrastructure development, and economic growth.*

A special emphasis will be placed on spatial planning as a crucial instrument for addressing regional inequalities. Spatial plans, as key tools for organizing and directing development at both local and regional levels, have the potential to enhance living conditions and create more balanced development opportunities in less developed areas. The paper will explore how spatial planning and policies can be utilized to reduce development gaps and ensure equal access to resources and services.

The paper will also consider the interplay between urban and rural areas in shaping sustainable regional growth, particularly in the context of smart cities and their role in bridging the urban-rural divide.

In conclusion, the research will offer policy recommendations with a strategic approach to fostering the development of less developed regions, contributing to a more balanced and sustainable future for Serbia.

Keywords: *Regional development, Spatial planning, Smart cities, Urban-rural relations, Regional inequalities, Sustainable development*

The Impact of Sustainability Reporting on the Financial Performance of Companies in the Republic of Serbia

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Abstract: *The research aims to assess whether there are differences in the performance of companies that report on sustainability and those that do not. The research sample consists of 100 companies listed among the most successful companies according to data from the Business Registers Agency of the Republic of Serbia. The data were collected for the period 2021–2023. To achieve the defined research objective, statistical methods were applied, primarily non-parametric techniques. Differences in asset size, revenues, and net profit were first observed, followed by differences in indicators such as return on assets, liquidity, and indebtedness. The research results indicated that sustainability reporting is not a factor that determines the performance of companies in the Republic of Serbia.*

Keywords: *Sustainability reporting, Enterprise performance, Return on assets, Liquidity, Debt*

Savings and Economic Disasters – Initial Empirical Findings

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Abstract: *In recent literature, economic disasters have shown promising potential to fill some important gaps in empirical research. The term economic disaster is used in the literature to identify particularly large economic crises, and Barro and Ursúa (2008, 2012) define it as a cumulative decline in output or consumption over one or more years of at least 10 percent. The contribution of economic disasters has been recognized in a number of phenomena, ranging from those of finance to those of traditional macroeconomic analysis related to investment and output. Using the recently updated and expanded Ćorić (2021) database on economic disasters, this paper re-examines the impact of economic disasters on savings. Previous studies suggest that theoretically negative effects are to be expected, and this theoretically well-documented relationship has been confirmed by empirical studies. However, more recent empirical research by Aizenman and Noy (2015) shows that economic disasters increase the savings rate. This finding implies that the predominant effect of uncertainty related to economic disasters is to increase precautionary saving, which is in contrast to previous findings in the literature. The present study, therefore, aims to investigate this discrepancy in the results by providing new empirical evidence based on the new database on economic disasters. This database covers a much larger number of countries and thus provides new insights into the relationship between economic disasters and saving from a global perspective.*

Keywords: *Savings, Economic disasters, Empirical evidence*

Economic Specificities of the Current State of Serbia's Energy Sector

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Abstract: *Contemporary economic flows and economic trends in Serbia are to a significant extent economically, processually, and productively conditioned by current events in energy, the state of available energy sources, and energy mineral raw materials. but also the corresponding economic factors. In the subject analytical and economic consideration, the starting point is that energy, by its very nature, is strategically, economically and developmentally very important for the coming period of further economic and development of the country. The economic dimension of current developments in the field of energy is related to the issues of key problems in the country's energy sector.*

In the current circumstances, the key problems of Serbia's energy sector, which reflect on economic issues, after a complex initial analysis, can be classified into four most important groups: (a) energy problems, that is, problems of energy sources; (b) energy problems, as an economic branch; (c) personnel problems in the energy sector; and (d) problems of legislation in the field of energy.

The problems of energy sources are considered at multiple levels, depending on the type of energy needed in the field of electric power, thermal energy, oil energy, nuclear energy, green energy; renewable energy sources, all of which significantly extends to the issue of coal, oil and gas reserves. The key problem in Serbia is the high dependence on fossil fuels, which can hardly be destroyed in the short term without high economic costs.

The problems of energy as an economic branch are primarily related to the problems of production capacities, which include the current state of hydroelectric power plants, thermal power plants, the oil industry and gas power plants, and all together are directly related to the very important accompanying issues of ecology. At the same time, short-term planning activities for improving the production and functional state of existing energy capacities and long-term strategic activities for the further development and improvement of Serbia's energy sector are distinguished from a strategic and managerial point of view.

Personnel problems in energy include issues of material and financial conditions of employees in energy systems, as well as methods of faculty education in accordance with the Bologna process. At the current moment, when the strategic guidelines for the development and use of nuclear energy in Serbia have been adopted, the question of the modern level of academic knowledge required for the development of nuclear energy is particularly interesting.

The problems of legislation in the field of energy indirectly affect all activities in the country's energy sector. Harmonization of domestic legislation with European and world regulations is particularly important. At the same time, it is particularly important to look at practical aspects in the implementation of valid legal solutions and obligations that economic entities of the country have in the energy sector as a branch of the economy and a special, widely significant activity.

The economic specifics of the current state of energy in Serbia include complex economic considerations and the selection of the most important economic indicators, among which can be singled out. (1) The share of the energy sector in the country's economy; (2) Revenues, expenses and profitability of energy companies; (3) Energy prices and their economic impact on the population and economy; (4) Subsidies and budget expenditures for energy; (5) Foreign and domestic investments in energy; (6) Energy efficiency and economic losses; (7) The impact of the energy crisis and global factors on economic trends; and (8) Environmental costs associated with the production, distribution, and consumption of various forms of energy. The economic consideration of the specifics of energy in current conditions is essential for the sustainability of the economy, the stability of the energy system and the country's energy security. Hence, it is necessary that the economic analysis of the specifics of the energy sector be an integral part of the creation of both the current functioning and the development strategy of the

energy sector, taking into account investments, costs, environmental externalities and the long-term sustainability of the energy system.

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Keywords: *Economy, Economic analysis, Energy economy, Energy price, Energy costs*

Economic Aspects of a Complex Multisectoral Approach to the Contemporary Process of Environmental Security Risk Management

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Abstract: *In the contemporary conditions of security monitoring and analysis of appropriate environmental risks, there is a very pronounced complexity of considerations and analytical multifactoriality. The complexity is reflected in the requirement for a wide analytical spectrum of collecting a large number of diverse data and information, in order to perceive the necessary frameworks of security analyses in order to later manage security risks. On the other hand, analytical multifactoriality is reflected in the analysis of a whole series of special factors, which manifest an effect on the field of environmental security, and thus on the corresponding security risks.*

As the basic and initial scientific basis for the contemporary management of environmental security risks, the initial positions of the Copenhagen school of security studies are imposed. Within this school of security studies, there is a multicomponent and multisectoral approach to the consideration of security studies, which broadly includes the following five individual sectors: (a) Military; (b) Political; (c) Economic; (d) Social; and (e) Environmental sector. In addition to the analytical fact that there is a directly separate environmental sector as the most important, the analysis of environmental security can additionally be connected with at least 3 other listed sectors, namely: (i) Economic; (ii) Social; and (iii) Environmental sector. In this way, the contemporary environmental security risks management on an analytical basis, directly, scientifically, and methodologically fully justified, has very complex multisectoral aspects of consideration, with direct implications for the environmental security risks management. At the same time, economic-managerial aspects can be singled out as special and practically interesting, with analytical, practical and managerial significance, whereby the initial economic aspects will be considered in this paper.

The economic aspects of the complex approach to environmental security risks appear in two significant dimensions, namely: (1) the cost dimension, and (2) the savings dimension. The first economic dimension of costs includes economically necessary individual costs in the part with risk analysis, risk reduction measures and their implementation. Individual costs include: (a) the costs of collecting initial data for the analysis in question; (b) the costs of initial risk analysis; (c) the costs of defining risk reduction security measures; and (d) the costs of implementing security measures. The largest scope of costs refers to the implementation of security measures, depending on their structure, scope, length of the application period, and the type of environmental processes to which the security measures in question refer. The second economic dimension of savings refers to the conditional profitability caused by savings, which is achieved thanks to the risk reduction and the reduction of the costs of the accompanying treatment. The individual savings include: (a) the savings for reducing the costs of health care and treatment of people, animals and plants in case of avoiding environmental consequences; (b) the savings for the reduction of material consequences for production and material assets and goods in case of avoiding environmental consequences; (c) the savings for the training of human resources in the case of avoiding environmental consequences; (d) the savings for the acquisition of the necessary protective assets in case of avoiding environmental consequences; (e) the savings for warehousing of necessary protective assets; and (f) the savings for reducing the scope of work related to the elimination of environmental consequences, especially those that may have a long-term or even permanent character and reducing the number of employees on that basis. The economic quantification of the costs and savings in question is not simple and directly depends on the projections that can be given, depending on the processes that are the subject of the analysis of environmental security risks. Additional economic aspects can be singled out in the case of a more comprehensive economic analysis that would include other sectors within the Copenhagen school of security studies.

Keywords: *Economic aspects, Multisectoral approach, Management, Environmental risks, Security, Environmental security*

Empowering Sustainable Growth Through Emerging Technologies in Serbia and North Macedonia

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Abstract: *This paper explores the role of emerging technologies, such as artificial intelligence (AI), the Internet of Things (IoT), and blockchain, in fostering sustainable economic growth in Serbia and North Macedonia. The primary objective is to examine how these technologies improve productivity, efficiency, and resilience while promoting environmental sustainability and social inclusion. Addressing the critical challenge of integrating advanced technologies into economic practices, this study aligns with the broader goal of achieving the Sustainable Development Goals (SDGs) in the region. Using a multi-method research approach, the study combines survey analysis with a representative sample of ICT professionals, policymakers, and other relevant stakeholders from both countries. Additionally, it incorporates secondary data on technology adoption, economic indicators, and sustainability metrics. Through statistical and econometric analysis, the research provides actionable insights into the extent of technological integration and its impact on key dimensions of sustainable growth, including economic resilience, environmental sustainability, and social inclusion. The findings aim to support policymakers, businesses, and other stakeholders in formulating data-driven strategies to leverage emerging technologies for sustainable development. By addressing barriers to adoption and offering policy recommendations, this paper contributes to the discourse on digital transformation and its role in shaping a more sustainable and inclusive future for Serbia and North Macedonia.*

Keywords: *Emerging technologies, Sustainable growth, Digital transformation, Artificial Intelligence (AI), Technology adoption*

Is There Any Difference in the Evolution Of Tariff Rates Between Different Countries? An Approach with Panel VAR Data Analysis

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Abstract: *The scope of this paper is to investigate the evolution of the Tariff rates in European Union countries (specifically in France, Germany, the Netherlands, Greece, Italy, and Spain), the Russian Federation, the United Kingdom, the United States, and China. Moreover, to detect the significant differences -if any- between tariff rates of all products, primary products and manufactured products. This comparison results in the observation of their economic policy and moreover, we explore the impact of an increase of them using an impulse-response analysis. The considered dependent variables are the "Tariff rate, applied, simple mean, all products (%)", the "Tariff rate, applied, simple mean, primary products (%)", the "Tariff rate, applied, simple mean, manufactured products (%)", the corresponding weighted means for the tariff rates and the independent variables are other development indicators from the World Bank. The results come from the econometric design of the panel VAR approach, where the tariff rates are the considered dependent variables and the other variables are the independent variables, while the period is from 2000 to 2022 in our study.*

Disclaimer: *The views expressed in this publication are the sole responsibility of the authors and do not necessarily reflect the views of the IAPR (A.A.Δ.E.).*

Keywords: *Tariff rates, Evolution, Panel VAR, Impulse-response*

Evaluating the Role of Universities and Their Contribution to Sustainable Development Goals in Europe

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Abstract: *Universities and other higher education institutions play a pivotal role in fostering sustainable development and the achievement of Sustainable Development Goals (SDGs). While the role of higher education in sustainable development has been extensively examined, there is still a gap in understanding how universities and other HEIs contribute to SDGs. This study fills that gap by using Data Envelopment Analysis (DEA) to estimate the technical efficiency of European universities in achieving SDGs. Using the 2023 Times Higher Education (THE) Impact Rankings and country-level SDG indices obtained from the Sustainable Development Report, this study evaluates the contribution of universities to global sustainability efforts. The THE Impact Rankings assess HEIs on their performance in achieving all 17 SDGs, such as quality education, decent work, and reduced inequality. The rankings provide a comprehensive view of universities' commitment to sustainability. The DEA results reveal varying technical efficiency scores across European countries. This may suggest an influence of external factors, such as distinct national policies and contexts, in contributing to SDGs. The results may be valuable to various stakeholders and policymakers seeking to enhance their universities' contribution to sustainability.*

Keywords: *Times Higher Education Impact Rankings, HEI, University, Sustainable Development Goals*

Enhancing Rural Sustainability: A Roadmap to Long-Term Community Development

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Abstract: *Disparities between urban and rural areas vary across Europe in both scope and impact, significantly influencing regional development. In Romania, these discrepancies are particularly pronounced, affecting economic opportunities, infrastructure, and quality of life. Despite governmental efforts, rural depopulation persists as a major challenge, exacerbated by inadequate structural reforms. This study provides a comprehensive scientific assessment of urban-rural disparities in Romania through both quantitative and qualitative analyses. The research examines the depth of these disparities, revealing their bidirectional nature—where socioeconomic inequalities not only stem from historical and systemic factors but also reinforce patterns of underdevelopment. Findings indicate that while rural depopulation poses challenges for government intervention, targeted policies to enhance rural sustainability can have far-reaching benefits, fostering balanced territorial development and social cohesion across the country. The study concludes that efforts to increase rural sustainability will also have a positive impact not only on reducing the discrepancies between rural and urban areas but also on the sustainability of urban communities.*

Keywords: *Discrepancies between rural and urban areas, Sustainability, Depopulation, Infrastructure*

Balancing Financial and Non-Financial Indicators in Corporate Sustainability Reporting: The EU Perspective

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Abstract: *Creating a strong and supportive national financial system is essential for the effective enforcement of Directive 2022/2464/EU (CSRD) and the European Sustainability Reporting Standards (ESRS). This research examines their implementation among public interest entities in Europe, highlighting the integration of financial and non-financial metrics to strengthen transparency and corporate governance. It evaluates the compliance of these entities with the new reporting requirements, analyzing emerging trends, challenges, and best practices. Using a qualitative methodology, the research conducts short case studies in various global and national companies to analyze the place and role of financial and non-financial indicators in corporate sustainability reporting. The study highlights advancements in environmental disclosures, social responsibility commitments, and governance reforms, yet also identifies challenges such as data standardization issues and regulatory complexities. The findings indicate a structured transition toward ESG reporting, with publicly listed entities leading the adoption, while smaller organizations struggle with resource and expertise constraints. Based on this research, it is recommended that further advancements in digitalization, enhanced regulatory clarity, and the development of robust support mechanisms be prioritized to facilitate broader compliance with the CSRD, reinforcing transparency and accountability in corporate sustainability reporting.*

Keywords: *Corporate Sustainability Reporting Directive (CSRD), European Sustainability Reporting Standards (ESRS), Governance & Ethical Practices*

Impact of Financial Fraud on Society

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Abstract: *Unfortunately, financial fraud is a long-standing companion of the economy and business around the world. Our country is no exception to this “general rule” and there are also various models in this direction. Financial fraud is reflected in the financial statements of companies, in public procurement, in the calculation and payment of various taxes and insurances, in the conducted audits, in the absorption of funds from European programs and funds, etc. Of course, there are a variety of control mechanisms regarding them, but then only those committed are ascertained, and corresponding sanctions are imposed. The aspiration everywhere is to take effective actions to prevent the commission of fraud and abuse, or to successfully apply preventive control at all levels to prevent or maximally prevent such actions that damage both individual organizations and public funds. The development examines the different types of fraud, the relevant control bodies, and the possible actions for their prevention and prevention.*

Keywords: *Financial fraud, Abuse, Control, Prevention, Society*

Aging of the Population of Bosnia and Herzegovina as One of the Challenges for Public Finance

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Abstract: *The age structure of the population is reflected not only in economic development, but also in the system of public revenues and the system of public expenditures of each country. The population, especially the working population, is a factor, or rather, one of the carriers of economic development, and from the point of view of public revenues, the active population creates economic strength - tax capacity that is subject to taxes and social contributions.*

From the point of view of public expenditures, the state finances public health, public education, social welfare, and ensures public goods, benefits and public services for the entire population, or the entire community. Population aging, observed through the age structure of the total number of employed persons, the ratio of the total number of employed persons to the number of pensioners, the activity rate of the employed population - in relation to the working-age population, the rate of employed young persons out of the total number of employed persons are some of the indicators of the demographic structure which, along with the trend of the birth rate, indicate an alarming situation and a delay in demographic and other public policy measures, like the employment policy, tax policy, etc. This paper aims to present an overview of demographic trends in Bosnia and Herzegovina and their impact on public revenues (income tax, social security contributions), public expenditures (pension expenditures), and the insufficiency of funded pension insurance. The aging of the population, on the one hand, the declining birth rate, on the other, and population migration, on the third, and the mistimed consideration of the consequences of these trends are returned to the current and future public finances of the country. The paper should answer the question: Is it possible to stop this trend and mitigate its consequences by linking employment policy measures and tax policy, social programs for housing care for young people, and social measures through increasing benefits for mothers and families with more than two children in order to raise the birth rate?

Keywords: *Aging of population, Public finances, Employment structure, Social security tax, Personal income tax*

From Boredom to Engagement: Transforming Accounting Classes with Modern Approaches

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Abstract: *The subject of accounting is often perceived as monotonous and challenging by students, leading to low engagement and motivation. This study aims to explore innovative teaching methods that can enhance student interest and engagement in accounting courses. The scope of the research includes an examination of the factors contributing to students' lack of interest in accounting and the potential impact of modern teaching approaches on their perception and motivation. The methodology involves a comprehensive survey administered to students from the Faculty of Business and Administration, specifically targeting those enrolled in business, cybernetics, and public administration programs. Despite the compulsory nature of the accounting course, it is observed that students generally do not favour it. The questionnaire seeks to gather insights into students' perceptions of accounting, their motivators and demotivators, and their responses to various teaching methods. Expected results of the study include identifying key factors that contribute to the disinterest in accounting and determining the effectiveness of innovative teaching methods, such as interactive learning, real-world applications, and technology-based tools, in transforming students' attitudes towards the subject. The findings are anticipated to provide valuable recommendations for educators on how to create a more engaging and positive learning experience in accounting classes, ultimately fostering a sustained interest in the field. This research aims to bridge the gap between traditional teaching methods and modern educational approaches, offering practical solutions to enhance student engagement and success in accounting education.*

Keywords: *Accounting, Motivation, Engagement, Teaching approaches*

Women on Boards: Are Companies Really in Favor?

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Abstract: *Aim of research. Gender diversity and inclusion have been one of the themes on which equality policies adopted in the last twenty years have focused, both in Europe and in the USA. One of the tools used to encourage the active presence of women in the centers of corporate power is the obligation to guarantee a minimum percentage of female participation in the boards of directors of listed companies. In Italy, the obligation is regulated by Legislative Decree 24/2/1998 no. 58, which, in art. 147 ter, provides that the distribution of directors to be elected is carried out based on a criterion that ensures gender balance. The less represented gender must obtain at least two-fifths of the elected directors. The issue is particularly prominent in the international debate today, especially in light of recent US political directions that tend to downplay the problem of gender diversity. Given the renewed centrality of the issue, this research aims to verify whether, in the Italian context, the presence of women on boards of directors is authentically desired by companies, or whether it is only the result of an adaptation to a legal obligation.*

Methodology and results. The analysis reconstructed the percentage of women on boards in the five years 2019-2023, comparing the top ten listed Italian companies with the top ten unlisted companies, selected by revenues. The results show that the percentage of women on the boards of unlisted companies has slightly increased in the five years, but is still lower than that of listed companies. The results, if on the one hand show the effectiveness of the legal obligation, on the other hand may suggest that, in the absence of an obligation, companies do not feel the need or the usefulness of having women on the boards. At the same time, however, the slight increase found by the analysis in non-listed companies could be a sign of the effect induced by the information policies for sensitivity adopted by the institutions. Practical and theoretical implications. The research contributes to understanding that the success of actions against gender inequality depends not only on the easy path of imposition, but above all on the diffusion of adequate awareness of the phenomenon. Legal impositions can be repealed, but awareness cannot.

Keywords: *Gender diversity, Italian listed companies, Italian unlisted companies, Boards*

Enhancing Decision-Making in Greek Shipping: How Advanced Costing Systems Drive Performance

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Abstract: *The limitations and shortcomings of traditional costing methods have led to the development of more sophisticated systems that not only provide accurate cost assessments for products and services but also generate relevant costing information to support improved management decisions, thereby fostering a competitive advantage. This is particularly relevant in the Greek shipping industry, where companies mainly perform by applying low-cost strategies. In this context, the sophistication of costing systems is considered a significant factor influencing organizational performance. Operating and voyage costs account for a substantial portion of total costs for shipping companies, primarily resulting from daily operations and vessel maintenance. Therefore, implementing a sophisticated costing system that provides accurate and detailed cost information can enhance the understanding of cost behavior, leading to better managerial decisions and improved performance. This study aims to explore the level of sophistication of costing systems in Greek shipping companies and their impact on organizational performance. Although the research is still ongoing, initial findings suggest that the level of sophistication of costing systems is moderate. Moreover, a significantly positive relationship has been observed between the sophistication of costing systems and organizational performance. This research seeks to fill a gap in the literature by emphasizing the importance of accurate and relevant costing information for the success of shipping companies. Furthermore, the results of this study may assist shipping executives in allocating human and financial resources toward the development of a detailed costing system that meets the management accounting information needs of their organizations.*

Keywords: *Costing systems sophistication, Costing information, Organizational performance, Shipping companies*

In Pursuit of Opportunities; Understanding the Drivers of Nurse Workforce Migration Intentions

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Abstract: Nurse workforce migration has become a critical issue in human resource management within healthcare systems worldwide. The growing demand for skilled healthcare professionals is driven by factors such as the rising burden of non-communicable diseases, increased life expectancy, and declining interest among younger generations in the nursing profession. Migration is particularly prevalent in low-income countries, where underdeveloped healthcare infrastructure and excessive workloads push nursing professionals to seek better opportunities abroad. Consequently, many nurses choose to migrate to countries with well-established healthcare systems, making international recruitment a key strategy for addressing workforce shortages in developed nations.

A notable challenge, however, is that high-income countries tend to prefer experienced and specialist nurses, further depleting the human capital capacity of source nations. As nurses migrate, they take with them valuable expertise, leaving vulnerable populations in developing countries underserved, further burdening the health system. Several attempts have been made to understand this phenomenon by researchers who have examined the factors influencing nurses' migration intentions. Recent evidence suggests that migration decisions are shaped by individual, organizational, and national factors, including low salaries, educational aspirations, job dissatisfaction, poor working conditions, burnout, and others.

Furthermore, the push and pull theory of migration has been engaged in understanding the factors causing migration patterns. The push factors refer to systemic weaknesses in source countries, such as inadequate healthcare infrastructure and limited professional growth opportunities. In contrast, pull factors encompass favourable conditions in destination countries, such as higher wages, better working environments, and career advancement opportunities. Additionally, family responsibilities and socio-economic constraints can significantly influence a nurse's intention to migrate. While the push and pull framework has helped to understand the issue of migration, it has been criticized by scholars for its simplistic way of addressing the drivers of migration intentions. This calls for the phenomenon of migration to be studied through the lens of another theory for further scientific insight.

While previous research highlights economic and structural disparities between high- and low-income countries as primary drivers of nurse migration, there has been limited exploration of the role of family income, perceived social benefits, and peer influence in shaping migration intentions. Although existing studies acknowledge the impact of contextual factors on nurse mobility, no prior research has examined this issue through the theory of social influence from an individual's perspective. This study aims to bridge that gap by investigating the drivers of nurse migration intentions through the lens of social influence theory.

Employing a quantitative cross-sectional approach, this research surveys nurses in healthcare facilities in Ghana and Hungary, two countries grappling with nurse migration challenges. The study focuses on healthcare personnel with at least one year of professional experience. The purposive sampling technique is used for the primary data collection due to the population that is being studied. It is expected that the findings from this research will contribute valuable insights into the broader discourse on health labour migration management, offering a more nuanced understanding of the social and economic factors influencing nurses' migration decisions from source countries.

Keywords: Nurse migration, Drivers, Intentions, Family income, Social benefits, Peer influence

Approaches to the Concept of Benchmarking in Some European and Non-European Countries

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Abstract: *Obtaining works, products, and services is based on a management adapted to the new ways of applying and using benchmarking, but also to the economic transition imposed by the pace of technological development existing at a given time in a society, as well as in certain fields of activity. In order to obtain positive results that determine progress, a revival of the domestic industries of a state is not only required, in terms of new benchmarking trends. A thorough understanding of organizations, networks, and benchmarking techniques determines results within institutional and economic-technological parameters, based on an interdisciplinary approach between management, marketing, and technological innovation. The identification of company, sectoral, and network benchmarking in European countries, as well as the concerns of benchmarking organizations in non-European countries, highlights the evaluation and measurement of performance through tools that allow the generation of a conducive environment for development and performance.*

Keywords: *Management, Benchmarking, Performance*

The Lean Practices-Performance Relationship in Services: A Conceptual Framework

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Abstract: *Lean management has increasingly been applied in service organizations with the promise of improving efficiency and quality. However, the relationship between lean practices and performance in services remains under-theorized. This conceptual paper develops a framework to understand how lean implementation influences service performance. Drawing on universalistic theory, socio-technical systems (STS) theory, and contingency theory, it proposes that lean service comprises two complementary sets of practices – lean technical practices (LTPs) and lean supportive practices (LSPs) – which jointly drive operational and financial performance. This paper reviews the evolution of lean in services and identifies core technical and supportive practices from the literature. It then discusses potential inhibitors hindering lean implementation in service settings and contextual variables that may moderate the lean-performance relationship. The proposed framework posits that LTPs and LSPs directly improve performance (universalistic perspective), their synergy produces better outcomes (STS perspective), and contextual factors influence the strength of these effects (contingency perspective). This paper is purely conceptual; empirical investigation is suggested as a future research direction. It concludes with implications for research, highlighting the need for empirical studies to test and refine the framework and offer recommendations for service organizations embarking on lean transformations.*

Keywords: *Lean service, Lean technical practices, Lean supportive practices, Conceptual framework*

Sustainability in Project Management in the Construction Sector in Albania

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Abstract: *This article aims to investigate the integration and implementation of sustainability practices within a construction project in Albania. This study adopts a case study approach to identify and evaluate these practices. The findings reveal that the adoption of sustainability initiatives in construction projects in Albania remains in the early stages of development. However, several practices have already been implemented, showing a positive effect on business performance. The article concludes with key managerial implications, offering valuable insights for improving the application of sustainability in future construction projects in Albania.*

Keywords: *Sustainability, Project, Project management, Construction*

How Consumers Can Regenerate Business: The WBO, or Sustainable Crisis Management

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Abstract: *The EU trend to redesign the corporate crisis order, reflected in the new Corporate Crisis and Domestic Insolvency Code, is spreading a new crisis management culture, in which, in particular, the labour factor and its protection are strongly taken into account.*

In this new scenario, it becomes appropriate to resume and read with new eyes the tool of the WBO or regenerated enterprise. It is, in fact, an institution that, on the one hand, guarantees employment protection and, on the other, allows to efficiently preserve business continuity, thus implementing a sustainable management of the business crisis.

Keywords: *Workers, Crisis, Employees, Business regeneration, WBO, Sustainable Crisis Management, Workers buy out, Recovery*

The Influencing Factors on Youth Employment Level Before and Post Pandemic Covid-19 – The Case of Albania

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Abstract: *This paper aims to analyze the impact of youth employment on the Albanian economy prior to and after the Covid-19 epidemic. Youth employment is a significant social and economic issue impacting several nations, especially Albania. This study used a Chi-Square test to statistically evaluate the influence of various socio-economic variables on the present youth employment levels in Albania during the post-pandemic period. The test findings indicated that age and education significantly influence the present employment level of young individuals. This study emphasizes that the main factors influencing juvenile employment are age, education, and wage perception and those relationships are significant for actual youth employment. Gender and future work prospects appear to exert minimal influence on present youth employment. The results will be expected to assist policymakers and stakeholders in comprehending the problems and possibilities presented by this pandemic, hence enhancing strategies for the integration of youth into the labor market.*

Keywords: Youth unemployment, Age, Education, Chi-Square test

Market Demand and Workforce Sustainability in IT Outsourcing

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Abstract: *North Macedonia is witnessing robust growth in IT outsourcing, driven by global demand for technological services. This study employs web crawling techniques to collect a comprehensive range of metrics—including job posting volume, required technical competencies, skills, salary ranges, and experience levels—from diverse online employment platforms. Through a data-driven analysis, the research aims to identify both the strengths and weaknesses of the current IT outsourcing model by evaluating these parameters in detail. The objectives of this study are to assess prevailing market trends, pinpoint the most in-demand technologies and skills, and evaluate the overall sustainability of the IT workforce. Additionally, the analysis explores the emerging role of generative AI (gen AI) and its potential impact on the outsourcing landscape, examining how these advanced technologies could transform operational practices and influence workforce dynamics. By integrating these insights, the study offers strategic recommendations for investors, policymakers, and IT professionals to optimize workforce sustainability, refine outsourcing strategies, and effectively incorporate innovative technologies such as gen AI into their business models.*

Keywords: *IT Outsourcing, Market demand, Workforce, Web crawling, North Macedonia, Skills, Data-Driven Analysis, gen AI*

Managing a Cultural Institution in the Digital Age: Technological and Competence Aspects of Organisational Adaptability Using the Example of Theatres

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Abstract: *Adaptability of cultural institutions, including theatres from a technological perspective, is expressed in two ways. Technologies can create challenges that theatres need to adapt to, or they can present opportunities that can be considered in terms of increasing the adaptive potential of theatres. In order to meet these challenges or to take advantage of the opportunities offered by technologies, a set of competences is required. In view of this, the author's aim was to obtain a qualitative description of adaptation mechanisms from the perspective of managers' competences in the context of ongoing technological change. The research sample included 8 theatre managers from 5 countries, allowing for universal conclusions to be drawn. The interviews were in-depth, partly-standardised and unstructured. The managers perceive technology as both a challenge to adaptation and an opportunity to increase the adaptability of theatres. The theatre managers interviewed report a need to develop digital and technological competences. In their view, digital and technological competences play an important role in both artistic and organisational terms. The respondents aren't agreed on the need for a formal competence framework in relation to technology. Furthermore, the managers interviewed indicate that digital and technological competences alone may not be sufficient without developed managerial competences, e.g. in planning, financial management, change management, etc. A mechanism for shaping the adaptability of theatres that takes into account the relationship between technological developments and the competences of theatre managers also emerged from the interviews. The results obtained contribute to the research on the technological dimension of cultural institutions within the arts management stream, providing knowledge on the relationship between technology and the adaptive capacity of these institutions, taking into account the competence perspective. In addition, the findings provide practical knowledge for theatre managers, other cultural managers, cultural organisers and next-generation technology providers in the cultural sector.*

Keywords: *Theater management, Arts management, Adaptability, Theater manager, Technology, Digital competences, Technological competences*

Management of Event Satisfaction and Behavioral Intentions: The Insights from Event Fans

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Abstract: *A modern approach to event management is conditioned by the knowledge of event satisfaction and how it influences visitor behavior. The aim of this study was to identify elements of attribute satisfaction with music event, and to examine the role of event satisfaction and sense of belonging in determining event visitors' behavioral intentions. Quantitative research was conducted, using questionnaires distributed online. The questionnaire was designed to measure main concepts of interest, namely attribute satisfaction, sense of belonging, and visitor behavioural intentions in the context of music event. A questionnaire aimed to collect data about visitors' demographic and visiting characteristics, as well. Descriptive statistics and multiple regression analysis were used to meet study's objectives. The results of this study indicate significant role of attribute satisfaction and sense of belonging on visitors' behavioral intentions. In particular, these findings explain to what extent satisfaction with event attributes, as well as a sense of belonging, can foster visitors' positive behavioral intentions. Therefore, this study contributes to existing literature on event management, providing additional knowledge about the relationship between event attribute satisfaction, sense of belonging, and visitors' behavioral intentions. Based on the results obtained from the survey, guidelines have been developed that, in the author's opinion, will contribute to the improvement of the way the event is managed, and consequently to the achievement of a higher level of visitor satisfaction and the quality of the event itself in the future.*

Keywords: *Event management, Event satisfaction, Sense of belonging, Visitors' behavioral intentions, Music festival, Quantitative analysis*

E-Governance and Digital Transformation in Public Administration: A Case Study of Albania

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Abstract: *The rapid advancement of digital technologies has positioned digital transformation as a cornerstone for modernizing public administration, enhancing service delivery, and fostering citizen engagement. In Albania, e-governance projects, especially the e-Albania platform, show the government's dedication to using technology to improve public services. Despite significant achievements, such as improved accessibility and reduced bureaucratic inefficiencies, challenges like organizational resistance, digital literacy gaps, outdated legal frameworks, and data security concerns persist. This study adopts a systematic literature review methodology to evaluate the state of digital transformation in Albania's public administration. Through a comprehensive review of academic literature from sources like Scopus and WoS, the research identifies key drivers, barriers, and the broader impacts of e-governance initiatives on service delivery and citizen engagement. The findings highlight Albania's alignment with the EU Digital Agenda and its potential for fostering innovation and economic growth. Additionally, the study examines lessons learned from Albania's digital transformation journey, focusing on policy implications for addressing digital divides, enhancing institutional efficiency, and advancing inclusive governance. By synthesizing existing knowledge, this research provides actionable insights for policymakers and contributes to the discourse on digital transformation in transition economies.*

Keywords: *E-Governance, Digital transformation, Public administration, Digital literacy, Albania*

E-Government and Digital Service Delivery in the EU: A Regional Perspective on Transformation and Performance

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Abstract: *This research evaluates and classifies the digital performance of European Union regions, providing a new perspective on the digitization process and its effects on the European public system. The analysis focuses on the 27 EU member states across two time periods, 2017 and 2022, examining the interaction between e-government and digital technology. The study employs advanced methodological approaches, including Gaussian graphical models, Data Envelopment Analysis, and cluster dendrogram grouping. The findings highlight disparities between nations and challenges in implementing e-government initiatives. Countries with well-developed digital infrastructures, such as Denmark, Finland, and Sweden, demonstrate more efficient e-government services, leading to streamlined administrative processes, improved service delivery, and greater citizen engagement. Conversely, some nations with economic potential, like Bulgaria, Poland, and Romania, which face challenges in digital infrastructure and citizen digital literacy, struggle to implement efficient e-government initiatives. The results emphasize the interdependence between the public sector and digital technology, indicating that adopting digital technologies, such as online government services, artificial intelligence-driven decision-making, and data-driven public policies, significantly influences public sector performance.*

Keywords: *European Union regions, Data Envelopment Analysis, Cluster analysis, Gaussian graphical model, e-Government, Digital performance*

Exploring the Landscape of Blockchain and Green Finance: A Bibliometric Review

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Abstract: *As the global financial system transitions toward sustainability, blockchain technology is emerging as a key enabler in green finance by enhancing transparency, efficiency, and trust. This study conducts a bibliometric review to analyse research trends, prominent authors, organisations, and countries, and thematic developments in the intersection of blockchain and green finance. Using data extracted from the Web of Science, this study examines academic articles published between 2019 and 2025. It explores research output, authorship patterns, national contributions, and collaboration networks by applying bibliometric analysis with R software, along with science mapping and performance analysis techniques. By analysing publication trends, citation networks, and keyword co-occurrence, the study systematically maps the intellectual structure of the field and highlights emerging themes. Findings indicate a limited but growing scholarly interest, with developed economies leading research efforts and increasing international collaboration. Prominent themes include blockchain's role in carbon credit trading, green bonds, sustainability-linked loans, and sustainable investment frameworks, alongside the critical need for robust regulatory mechanisms to support its integration. This bibliometric review provides a structured foundation for further academic exploration and practical implementation in sustainable finance. By offering insights into the evolution of blockchain research in green finance, it aims to guide future studies on how blockchain can be effectively integrated into sustainable financial practices by facilitating green investments, enhancing the trading of emission certificates, improving ESG reporting transparency, streamlining regulatory compliance, and fostering trust among stakeholders through immutable and verifiable transaction records.*

Keywords: *Green finance, Blockchain, Sustainability, Bibliometric review*

Machine Learning and Entropy for Smarter Algorithmic Trading

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Abstract: *This study explores the use of Shannon entropy as a filtering mechanism to enhance the trading signals produced by the LVQ (Learning Vector Quantization) machine learning algorithm in algorithmic trading. The integration of Shannon entropy aims to improve trade entry accuracy by reducing market noise and identifying stronger trends. A trading bot was developed and tested on Bitcoin using a three-minute timeframe on the TradingView platform, with backtesting conducted from February 1 to February 18, 2025. The fully automated strategy used 100% of available capital per trade, reinvesting profits for compounding. Positions were closed when an opposite signal was generated. A comparative analysis revealed that incorporating Shannon entropy outperformed a baseline strategy. These findings demonstrate that entropy-based filtering improves trade selection and profitability by reducing market noise and focusing on reliable trends, suggesting its potential for broader application in algorithmic trading.*

Keywords: *Shannon entropy, Machine learning, Algorithmic trading, Trading strategy optimization, Bitcoin trading*

The Evolution of Digital Threats: The Role of Behavioral Analytics in Fraud Prevention in Modern Banking

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Abstract: *Today, banking systems are simply unthinkable without the application of digitalization in business, although it, in addition to improving the operation of such a complex system, like any other technological innovation, also brings numerous challenges. Business innovations also require innovative security solutions, and one of the applicable ones in banking is behavioral analytics. The strength, and therefore the attractiveness of applying this technique in the modernization of security systems, is the observation of unusual patterns in user behavior that, as practice has shown, indicate potential fraud. Considering that preserving user privacy is one of the most sensitive issues in banking, the application of behavioral analytics represents a unique challenge, which is reflected in ethical dilemmas related to data collection and processing, with the simultaneous risk of errors in the form of false positive results. The aim of the paper is to integrate it into bank security protocols through the analysis of practical examples, which show how to simultaneously take care of preserving user trust and comply with legal regulations.*

Keywords: *Behavioral analytics, Fraud prevention, Digital threats, User privacy, Banking security*

Circular Economy in Marketing: The Impact of Sustainable Strategies on Consumer Perception and Brand Success

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Abstract: *This paper investigates the integration of circular economy principles within marketing strategies, emphasizing their influence on consumer perception and brand success. The circular economy, which promotes sustainable practices such as reducing waste, recycling, and reusing materials, has gained significant traction in the business sector. However, its role within marketing, specifically in shaping consumer trust and enhancing brand reputation, remains underexplored.*

Using a mixed-method approach, the study combines a detailed literature review, case study analysis of leading brands (e.g., Patagonia and IKEA), and an empirical survey targeting consumer attitudes towards sustainability-driven marketing. Key marketing tools such as transparency in communication, the use of recyclable materials, and authenticity in brand storytelling are critically examined to assess their effectiveness in promoting the values of the circular economy.

Findings reveal a strong positive correlation between sustainable marketing practices and consumer loyalty. Brands that adopt circular economy principles not only attract environmentally conscious consumers but also improve their competitive positioning in the market. Furthermore, digital platforms are identified as pivotal in educating and engaging consumers, creating a robust channel for conveying sustainability narratives and fostering behavioral change.

The research underscores the importance of integrating circular economy concepts into core marketing strategies to achieve long-term business sustainability. It provides actionable recommendations for practitioners, including how to effectively communicate sustainable practices, leverage digital tools for consumer education, and design marketing campaigns that resonate with eco-conscious audiences.

Academically, this paper contributes to the intersection of marketing and sustainability, providing a framework for future research on the impact of circular economy strategies on various market segments. By bridging the gap between theoretical constructs and practical applications, the study offers a valuable resource for both scholars and marketing professionals.

Keywords: *Circular economy, Sustainable marketing, Consumer perception, Brand success, Digital platforms, Recycling, Transparency*

The Role of Strategic Signaling in Shaping Sustainable Consumer Choices: A Systematic Review of Fast Fashion Supply Chains

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Abstract: *Strategic signaling plays a crucial role in shaping sustainable consumer choices, particularly within fast fashion supply chains. As consumer demand for sustainability increases, understanding the effectiveness of sustainability signals in influencing purchasing behavior is essential. This study systematically reviews existing literature to assess how sustainability signals—such as eco-friendly packaging, ethical branding, and supply chain transparency—affect consumer perceptions and decision-making processes. Furthermore, it aims to identify key factors that enhance the credibility and impact of these signals in fostering responsible consumption.*

Employing the PRISMA (Preferred Reporting Items for Systematic Reviews and Meta-Analyses) methodology, this systematic review synthesizes findings from diverse academic sources, including peer-reviewed journal articles, industry reports, and empirical studies. The study focuses on research addressing strategic sustainability signaling in the fast fashion industry, particularly concerning consumer behavior, corporate sustainability initiatives, and supply chain dynamics.

Findings indicate that strategic sustainability signaling significantly influences consumer purchasing behavior within fast fashion supply chains. Key insights highlight the moderating role of demographic factors such as age, income, and sustainability awareness in shaping consumer responses. Additionally, transparency in sourcing, ethical labor practices, and eco-friendly packaging are crucial in reinforcing consumer trust and promoting sustainable consumption.

By applying signaling theory to sustainability communication in fast fashion, this study contributes to the discourse on sustainable consumer behavior. It underscores the necessity of clear, credible, and consistent sustainability messaging to strengthen consumer engagement and foster long-term behavioral shifts. These insights offer valuable implications for brands seeking to enhance their sustainability efforts and align strategic initiatives with evolving consumer expectations.

Keywords: *Sustainable packaging, Consumer behavior, Fast fashion, Strategic Signaling Theory, Sustainability awareness, PRISMA*

Digital Pilgrimage: Harnessing Social Media Narratives for the Rebranding of Stone Churches in Hunedoara County, Romania

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Abstract: *This paper explores how social media narratives and digital technologies redefine cultural heritage engagement through the rebranding of Hunedoara County's medieval stone churches, centering on Romania's 13th-century Densus Church. By analyzing platforms like Instagram, TikTok, and PLUGGY, the research reveals how augmented reality (AR), user-generated content (UGC), and participatory models foster hybrid authenticity, blending the church's Roman foundations, Gothic architecture, and Orthodox rituals with virtual experiences. A digital pilgrimage framework distinguishes structured virtual journeys (pilgrimage online) from interactive rituals (online pilgrimage), democratizing access while amplifying rural heritage's global relevance. The Densus Church case study demonstrates AR reconstructions of Roman spolia, AI-curated tours adapting to visitor interests, and livestreamed liturgies, driving a 150% visitor increase and UNESCO nomination momentum. However, infrastructural gaps and risks of cultural commodification underscore the need for community-led digitization strategies. Crucially, digital tools transform static monuments into living narratives without displacing physical engagement, fostering transnational dialogues about marginalized histories. The study advocates metaverse integration for immersive rituals and adaptive AI storytelling to address interpretive gaps in heritage discourse. Hunedoara's churches emerge as models for balancing technological innovation with ethical preservation, proving ancient sites can thrive as dynamic, socially co-created spaces in the digital age.*

Keywords: *Digital pilgrimage, Cultural heritage rebranding, Hybrid authenticity, Augmented reality (AR), User-generated content (UGC), Participatory preservation, Densus church, Hunedoara county*

Sustainable Development of Nautical Tourism and Comparable Financial Indicators in the Adriatic Sea

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Abstract: *Nautical tourism and its policy of sustainable development play a major role in the economy of Montenegro. The paper defines the concept of nautical tourism, its history, and factors of development with comparative financial indicators. When defining nautical tourism, it is necessary to include all its elements, starting with natural resources, ports of nautical tourism, vessels, infrastructure, tourist and hospitality services. The goal is to maintain a quality offer, monitor the competition, and have financial effects. Through the example of nautical tourism on the Adriatic coast as its most elite part, the impact on economic development and financial aspects is shown. The development of nautical tourism has numerous positive consequences for the maritime economy, but also for various other valuable sectors, as well as certain consequences that can be controlled by quality management and sustainable development strategies.*

Keywords: *Nautical tourism, Nautical port, Trends, Sustainable development, Economy, Finance*

Revisiting Green Marketing in the Context of the Tourism and Hospitality Industry

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Abstract: *The aim of this study is to examine current issues in green marketing within the context of tourism and hospitality and equip professionals with useful tools applicable in real-life situations. First, it explores the evolution of the green marketing concept, how the definitions have changed over the decades, starting from the Millennium. It also explains the related concepts such as social marketing, positive marketing, and green washing. The paper also relates the seven signs of brainwashing to tourism by giving sector-related examples. It was also unavoidable to touch upon some recent green notions like the circular economy in connection to tourism, providing a deeper understanding of the topic. It was important to revisit the Destination Area lifecycle and analyse each stage in terms of green challenges. There is careful attention given to the development phase because growth must be balanced with sustainability, including economic, cultural, and environmental angles as well. The paper continues with the discussion of the marketing mix from a "green" perspective, where each element of the marketing mix is dealt with a tourism industry focus. Green products are abundant in tourism, since the sector sells "places" where nature is a component or the attraction itself. The current trend is for destinations to repackage themselves as blue or green places, referencing nature, and directly connect them to longevity and happiness. The research gives several examples related to green product development involving water and woodlands, as well as sustainable green activities like forest bathing. When it comes to tourism, green pricing strategies are also gaining ground, and it is closely related to overcrowding and over-tourism. One of the most common strategies to mitigate environmental damage is levying taxes on tourists who go to overcrowded destinations. The research investigates some of the destinations where this law is in force and draws some conclusions in terms of success. When it comes to the distribution channel, it had to be explored in terms of service delivery and also in terms of tourist transportation, since tourism is a place-bound sector. On one hand, the evolution of online travel agencies, as well as delivering paperless services have contributed to a greener way of doing business. On the other hand, the transportation of tourists has gone in the opposite direction, and the research tries to tackle this contradiction. Tourism has embraced digital promotions fast and early, which has made promotions more accessible, including green messages. The research explains six criteria that can help with creating and/or identifying green advertising. The novelty of the research is the sector-relevant examples of green marketing, while the limitations can be the highly selective examples that do not cover all the tools available for tourism and hospitality professionals.*

Keywords: *Green marketing, Green tourism marketing, Circular tourism economy, Green marketing mix*

Efficiency Assessment of the Marine Living Resources Sector of the Blue Economy in Five EU Mediterranean Countries: A DEA Approach

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Abstract: *This study evaluates the efficiency of the marine living resources sector of the blue economy in five EU Mediterranean countries - France, Spain, Italy, Croatia, and Greece - during the period from 2017 to 2021. A non-parametric Data Envelopment Analysis (DEA) approach was used to assess technical efficiency under the assumption of Constant Returns to Scale (CRS). The Malmquist Productivity Index was applied to analyse productivity changes over time. The research follows an input-output framework, with gross value added (GVA) and total turnover as output variables, while net investments and employee costs serve as inputs. The results indicate that overall productivity declined slightly over the analysed period. France exhibited the highest total productivity growth, whereas Greece had the weakest performance. The findings emphasize the importance of technological adaptation and efficiency improvements to ensure the sector's long-term sustainability. This study provides valuable insights for policymakers, industry stakeholders, and researchers, contributing to the ongoing efforts to optimize resource management in the Mediterranean marine sector.*

Keywords: *Marine living resources, DEA, Efficiency, Malmquist Index, Blue economy, Mediterranean*

Key Drivers of Orbital and Lunar Space Tourism: A PESTEL Analysis

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Abstract: *Space tourism is a growing phenomenon, with increasing demand for outer space travel. Therefore, it is critical to look at the key factors that are framing the market of space tourism to understand the reasons and dynamics behind this new kind of tourism. For this reason, a PESTEL analysis of orbital and lunar space tourism has been conducted for this article. On the political side, characteristics like international regulations and political impacts like war have been examined. On the economic side, the market forecast as well as the market size, and ticket pricing in comparison with developing and operational costs have been analyzed. On the social side, reverse psychology in orbital and lunar space tourism compared to other kinds of adventure tourism, as well as the public interest in space tourism and different categories of space tourism, have been reviewed.*

Furthermore, potential reasons for gender gaps in the quantity of space tourists have been evaluated. Technological features, especially the invention of reusability, have been explained with the impact of this on the space tourism industry. On the environmental part, reusability and green space travel have been explained by examples of different propellant systems to make space travel more efficient and sustainable. Lastly, on the legal side, characteristics like international space regulations, safety standards for space, and legal frameworks have been studied. All in all, further research on this topic will be necessary in the future, but this article was able to give a detailed overview of the outlines of space tourism.

Keywords: *Lunar tourism, Orbital space travel, PESTEL analysis, Reusability, Space tourism*

Towards More Inclusive Tourism: An Analysis of Key Stakeholders' Attitudes on LGBTQ+ Tourism in Montenegro

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Abstract: *LGBTQ+ tourism is a growing global niche with significant economic and social potential, yet remains underdeveloped in destinations like Montenegro. This paper explores the awareness, opinions, and attitudes of key stakeholders in Montenegro's tourism sector regarding LGBTQ+ tourism, aiming to establish a foundation for future institutional and economic strategies. The research combines desk analysis of secondary sources—scientific literature, reports, statistical databases, and web resources—with primary data collected through face-to-face interviews with stakeholders in the tourism industry. Findings indicate that most stakeholders recognize LGBTQ+ tourism as an important and lucrative market segment. However, they also emphasize the need for an integrated, holistic strategy to support its development. Montenegro faces challenges such as prejudice, lack of legal protections, insufficient infrastructure, and limited awareness and education about LGBTQ+ issues, all of which hinder the growth of this tourism niche. Despite these barriers, opportunities exist. Stakeholders acknowledge the high purchasing power of LGBTQ+ travelers and growing openness among businesses. Developing this segment could enhance Montenegro's international image and attract new tourist groups.*

This paper provides preliminary insights and suggests market segmentation as a strategy to position LGBTQ+ tourism as a valuable niche within Montenegro's tourism offering.

Keywords: *LGBTQ+ tourism, Tourist destination, Stakeholders, Montenegro*

Digital Transformation and Its Impact on Tourism: The Case of Korça as a Tourist Destination

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Abstract: *In the era of digital transformation, tourism is experiencing a radical change in the way destinations are promoted and managed. This study focuses on the impact of technology on the development and promotion of Korça as a tourist destination, analyzing the role of digital marketing, virtual reality, and interactive platforms. The article examines the potential of Korça to utilize these technologies in increasing its competitiveness, improving the visitor experience and effectively managing tourist flows. Through an analysis of case studies and international best practices, the opportunities and challenges that accompany this transformation are identified. In conclusion, the article proposes recommendations for local actors on the most appropriate strategies to accelerate the integration of technology in the tourism sector of Korça, positioning it as an attractive and innovative destination in the regional and international market.*

Keywords: *Digital transformation, Smart tourism, Digital marketing, Korça, Technology in tourism, Destination management*

Perspectives for Systematic Development of Inner Areas in the Perception of Tourism Students: Levers and Risks Beyond a Nostalgic Approach

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Abstract: *Inner areas constitute an inestimable heritage regarding the quality of life of the people who decide to live there and for developing tourism destinations that attract resources and then return them to the territory. However, it is not uncommon for the actors involved to encounter difficulties that considerably hinder the activation of virtuous paths in this sense. Consequently, many inner areas face unstoppable processes of abandonment and depopulation, impoverishment, and loss of attraction from a tourism point of view, and this contributes to the overloading of large, high-density centers immersed in networks of dense connections. Inner areas are admired and celebrated, but sometimes with an approach that, while restoring them to their former glory, does not allow for possible revitalization paths. There is often talk of enhancing inner areas from a cross-cutting perspective of integrated sustainability (environmental, social, economic) that necessarily involves both inhabitants and tourists. However, the focus is often on specific initiatives that, although inherently interesting and valuable, are not enough to activate systemic pathways.*

The work aims to contribute to the discussion on this topic, analyzing the perception of inner areas by university students of tourism as interlocutors who are both aware, thanks to their field of study, and generally free from a nostalgic approach, thanks to their age. In particular, to capture a significant expression of this perception, an investigation was conducted by posing open-ended questions to university students sensitized to the topic with specific attention to the area of the Sibillini Mountains in Central Italy. The investigation focused primarily on the main factors of value and the main critical elements of inner areas from a tourism point of view, as well as the main factors to exploit and the main critical elements to overcome in order to encourage population growth in inner areas. An image of inner areas emerged that is rich in social nuances and, in future projections, closely dependent above all on the ability to invest in the quality of local life, making it attractive also from a tourism point of view, thus creating a link between the life of the inhabitants and the tourism experience.

Keywords: *Inner areas, Tourism experience, Integrated sustainability*

The Tourism Product – Consuming of Cultures

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Abstract: *A tourism product is a complex set of tangible and intangible elements that come together to satisfy specific tourist needs. It is limited to the physical characteristics of the destination and includes experiences, emotions, and social interactions.*

The paper aims to explore and analyse the role of tourism as a means of intercultural exchange and understanding, by clarifying the concept of the tourism product as a cultural phenomenon. The focus is on the process of “consumption” of cultural values and its impact on tourists and local communities by analysing different types of tourism products with an emphasis on culture – cultural routes, festivals, gastronomy, and ethnography. Last but not least, it is important to analyse the forms of cultural exchange, as well as the possible social and economic consequences of tourism, assessing its role as a bridge between different cultures and a tool for responsible development.

Keywords: *Tourist product, Cultural exchange, Responsible development, Social interactions*

Loznica City Marketing and Destination Management in Tourism

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Abstract: *This paper explores the strategies and actions necessary for improving city marketing and destination management for Loznica, Serbia, with a focus on tourism development. It emphasizes the importance of developing a strong and authentic city brand, grounded in Loznica's unique cultural, historical, and natural assets, to distinguish it from competing destinations. The role of digital marketing, alongside traditional promotional efforts, is highlighted as essential for enhancing visibility and attracting a diverse range of visitors. Tourism infrastructure, including transportation, accommodation, and tourist attractions, must be developed and maintained to provide a seamless and enjoyable experience for tourists. Furthermore, integrating local businesses and promoting sustainable tourism practices are critical to ensuring long-term economic and environmental benefits. Collaboration between government entities, the private sector, and local communities is key to aligning efforts and achieving effective destination management. The paper also discusses the significance of monitoring and feedback systems to ensure continuous improvement based on visitor preferences and trends. Implementing these strategies will contribute to positioning Loznica as a competitive, sustainable, and attractive destination for both domestic and international tourists.*

Keywords: *City marketing, Destination management, Tourism, Loznica, Serbia*

OOH Network as a Key Element in Sustainable Urban Logistics

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Abstract: *By using new technologies in different technological stages of parcel processing, city logistics is focusing on sustainability. In recent years, the rapid growth of e-commerce has significantly impacted the approach to last-mile delivery. In connection to this, the appearance of storage hubs as well as parcel lockers in densely populated city areas have redefined the delivery network.*

The Out of Home Network or OOH network offers numerous benefits, including more efficient delivery, reduced traffic congestion, lower air pollution, greater flexibility for users, faster and more efficient delivery, promotion of environmentally friendly vehicles. Additionally, it optimizes space usage and reduces the need for large, centralized warehouses. This paper highlights the various advantages that arise from the redefinition of the transport network through the use of parcel lockers and storage hubs. It also explores key strategies for optimizing the OOH delivery network, such as route optimization, the adoption of electric vehicles, increasing the capacity of OOH points, the use of advanced automation technologies, integration with public transport, and data management.

Keywords: *OOH Network, Sustainability, Urban logistics, Parcel lockers*

The State and the Law of Athens

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Abstract: *Athens, among the Western slave-owning states, held a pivotal role during its historical existence. The examination of legal and state institutions, legislative frameworks, property rights, inheritance systems, family and marital laws, and the organization of criminal justice has perennially captivated scholars seeking insights into the management of these legal structures during that era. This scholarly work will also delve into significant legal landmarks such as the Laws of Solon and Draco, which serve as paramount sources for comprehending Athenian governance and legal principles. Moreover, the central objective of this study is to scrutinize the historical legal and state institutions within Ancient Athens, shedding light on the evolution of law and these institutions over time.*

Keywords: *Athens, State regulation, Law*

Some Considerations Regarding International Commercial Arbitration

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Abstract: *Commercial arbitration represents an alternative way of resolving commercial disputes by persons or bodies chosen and invested by the parties, who, by their will, remove the jurisdiction of the courts and the applicability of national procedures concerning the respective dispute.*

Keywords: *Arbitration, Commercial disputes, Jurisdiction, Court, National procedures*

Disonantna kulturna baština u turističkoj atrakcijskoj osnovi Istarske županije (Hrvatska)

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Abstract: *Istraživanje razmatra disonantnu kulturnu baštinu u Istarskoj županiji te njezin potencijalni utjecaj na turističku atrakcijsku osnovu i sveukupnu ponudu. Istarska županija kao jedinica regionalne samouprave je od svog osnivanja 1993. godine najrazvijenija županija u turizmu Hrvatske prema broju postelja, ukupnom broju dolazaka i noćenja turista. Na prostoru županije se vrlo rano, uz dominantni model ljetnog odmorišnog turizma, počeli razvijati različiti oblici turizma posebnih interesa. Među takvim oblicima, sukladno strateškim razvojnim dokumentima županije, prepoznati su ruralni, sportski, manifestacijski i kulturni turizam. U spektru kulturnog turizma istaknuto značenje imaju turizam baštine te oživljavanje narodnih običaja kao dio kulturno turističke ponude. U planiranju, prijedlozima realizacije i promociji turizma baštine na lokalnim i županijskoj razini nisu prepoznati ni uvršteni u turističku ponudu one lokacije baštine koje svojom disonantnošću i političko-povijesnim kontroverzama odudaraju od uobičajenih oblika valorizacije. Stoga se kao cilj istraživanja nametnulo utvrđivanje prostornog rasporeda lokacija disonantne kulturne baštine i procjena potencijala u turističkoj ponudi gradova i općina Istarske županije. Disonantna kulturna baština se u ovom istraživanju definira kao baština u kojoj prevladavaju kontrastna značenja vrijednosti između prošlosti i sadašnjosti. Na taj način sugerira nesklad različitih narativa koji koegzistiraju i nedosljednosti glede reprezentacije određenog dijela novije povijesti. Obuhvaćena je registrirana i neregistrirana kulturna baština koja je nastala u spomen na povijesne događaje u Istri u prvoj polovici 20. stoljeća, a kao posljedica društveno-političkih prijelomnica obilježenih oružanim sukobima, progonom stanovništva te pojedinačnim i masovnim ljudskim žrtvama. Primjenom metoda prostorne i GIS analize, analize rezultata povijesnih istraživanja te terenskim istraživanjem s metodom sudioničkog promatranja i autoetnografije, u Istri su utvrđene lokacije kulturne baštine koje imaju obilježja disonantne baštine. Utvrđene lokacije se nalaze u svim turističkim mikroregijama Istre, a sukladno tipologiji memorijalnog turizma mogu se izdvojiti memorijalne izložbe i muzeji, mjesta zatočeništva, groblja, mjesta smrti ili pokopa povijesnih osoba, mjesta oružanih sukoba te mjesta masovnog stradavanja stanovništva. Analizom broja i udjela smještajnih turističkih kapaciteta i broja lokacija s disonantnom baštinom utvrđeno je da najpovoljnije uvjete za razvoj ovoga oblika kulturno turističke ponude imaju gradovi Pula, Labin, Vodnjan i Pazin te općine Barban, Kaštelir-Labinci i Tinjan. Istraživanje je pokazalo da se disonantna kulturna baština prostorno isprepliće s postojećom mrežom prirodne i antropogene turističke atrakcijske osnove u Istri te da uz osmišljene programe i projekte može postati dio sveukupne turističke ponude.*

Ključne riječi: *Atrakcijska osnova, Disonantna baština, Istarska županija, Memorijalni turizam*

Digitalizacija v logistiki: Ključ do večje učinkovitosti in konkurenčnosti

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Povzetek: Članek analizira vpliv digitalizacije na logistiko, s poudarkom na naprednih tehnologijah, kot so umetna inteligenca (AI), internet stvari (IoT), avtonomna vozila, virtualna in razširjena resničnost (AR in VR) ter industrijski roboti. Cilj raziskave je preučiti optimizacijo logističnih procesov, izzive pri uvažanju tehnologij in prihodnost logistike z uporabo AI, IoT in blockchaine.

Ugotovitve kažejo, da lahko uporaba AI pri optimizaciji transportnih poti zmanjša stroške prevoza med 10 % in 25 %, medtem ko IoT omogoča rešitve, kot so pametna skladišča, predvidljivo vzdrževanje in izboljšanje varnosti. Pričakuje se, da bodo svetovne naložbe v IoT do leta 2025 dosegle 949 milijard dolarjev. Avtonomna vozila lahko zmanjšajo stroške prevoza do 30 %, kar je posebej pomembno v sektorjih z velikim obsegom transporta. Blockchain prispeva k večji preglednosti dobavnih verig in zmanjšanju goljufij, pri čimer naj bi letno povpraševanje po blockchain rešitvah v logistiki med letoma 2023 in 2030 raslo s 50 % letno stopnjo.

Raziskava izpostavlja tudi izzive, kot so visoki začetni stroški, ki pri implementaciji IoT znašajo v povprečju med 100.000 in 500.000 USD, ter povečana tveganja za kibernetne napade, saj je bilo leta 2022 zabeleženih 43 % več napadov na sisteme logistike kot leto prej. Članek ponuja praktične vpogled v to, kako lahko podjetja s temi tehnologijami izboljšajo svojo konkurenčnost, hkrati pa opozarja na potrebo po celovitem načrtovanju in vlaganjih v kibernetno varnost.

Ključne besede: Digitalizacija logistike, Umetna inteligenca (AI), Internet stvari (IoT), Avtonomna vozila

Истражување на мотивирањето на вработените во туризмот – Research on the Motivation of Employees in Tourism

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Апстракт: Меѓу најолемите предизвици на нашето време е обезбедувањето и задржувањето на човечките ресурси, односно квалификуваната работна сила во сите економски гранки, што особено е „болна точка“ во туристичката индустрија, хотелиерството и ујосстиелството. И покрај експанзијата на современи, иновативни технолошки решенија, човечкиот фактор сеуште игра клучна улога во обезбедувањето на професионална, квалитетна и стандардизирана услуга во туристичкиот сектор. Вработениите во туризмот се носители на туристичкиот процес и од нив во огромна мера зависи квалитетот на услугите во туристичката индустрија, што директно се одразува врз задоволството на корисниците на овие услуги и профитот од туристичката дејност, што се рефлектира врз комлементарните дејности на туризмот, со ефекти врз економијата и општеството во целина.

Доколку човечкиот фактор сеуште е главна карика од која зависи успешноста на туризмот, тогаш мотивирањето на вработениите во туристичката индустрија игра голема улога и има значајно влијание врз резултатите од нивната работа и ефектите од туристичката дејност. Целта на авторите е преку истражување на оваа корелација да ја дијагностицираат состојбата, да ја утврдат методите што се применуваат при менаџирањето со човечките ресурси во туристичката индустрија за подобрување и валоризација на трудот на вработените, кои ја креираат туристичките производи и услуги, што резултира со позитивна или негативна емоција кај корисниците, од што зависи ефективноста и туристичкиот промет. Резултатите од овој труд ја описуваат реалната ситуација во истражуваниот семејствени од туристичката индустрија, нудат заклучоци, констатации и препораки за подобро менаџирање и мотивирање на вработените во хотелско-ујосстиелскиот сектор, со цел на ова прашање да му се даде потребното место, значење и внимание, за да имаме мотивирани и продуктивни вработени, посреќни туристи и подобри ефекти од туризмот.

За осъварување на целта на ова истражување, од методолошки аспекти, авторите на трудот ја разработиле теоретските основи на мотивирањето како движечки психолошки фактор кој подобрува одредено однесување и дава конкретни резултати. Фокусот на трудот е ставен на емпириското истражување, реализирано во интернационална хотелска триада, преку гланинско интервју со менаџерот за човечки ресурси, анкетирање на менаџерите на секторите и вработените во хотел на триадајата во Скопје, главниот град на Северна Македонија. Со истражувањето се офаќени сите аспекти на мотивацијата на човечките ресурси во истражуваниот репрезентативен примерок, што резултира со корисни заклучоци и предлози во време кога Македонија, региони на Балканот, Европа и светот се соочуваат со хроничен недостиг на квалификувана работна сила во туристичката индустрија, поради голем одлив и честии миграции на овие стручни кадри, кои флукуираат водени од желбата да ја добора заработка.

Покрај придонесот во туристичката наука, целта на авторите е да дадат придонес и во туризмолошката практика, за наоѓање решенија за надминување на актуелните проблеми со недостигот на работна сила во туристичката индустрија. Трудот нуди идеи, методи, алатки и начини како со „невидливо“, подолготрновно мотивирање на вработените, да се добијат подобри „видливи“ резултати во туризмот, што ќе придонесе за подобрување на ту-

ризмој и туристичкиој учинок во Македонија на повисоко ниво. Поради актуелноста на предметој на истражување во интернационални рамки, трудот треба да даде придонес и во туризмот на глобално ниво.

Клучни зборови: *Мотивирање, Вработени, Туризам, Туристичка индустрија, Човечки ресурси, Истражување, Хотелиерство, Услугини, Производство, Услуги, Резултати, Квалифити, Ефекти, Туристички промет*

