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**ARE OFFICIAL CERTIFICATIONS A RELEVANT ASPECT IN THE CONSUMPTION OF NATURAL WINES? A PROSPECTIVE STUDY AMONG SPANISH PRODUCERS/CONSUMERS**

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Spain is leader in the world ranking of surface vineyards of ecological production, with almost 27% of world production. Consumers are demanding for more information about these sustainable practices and the official certificates can be a good option to help them. In the case of natural wines, five certifications can be used in the packaging of wines to inform consumers that they are acquiring natural wine: i) certified organic winery by the EU; ii) certified biodynamic winery by Demeter; iii) certified organic (EU) and biodynamic (Demeter) winery; iv) certified by the National Institute of Origins and Quality (INAO) as ‘vin méthode nature’ (natural method wine) with two logos (natural method without added sulfites and natural method with less than 30 mg/l added sulfites); v) and non-certified. To obtain the results we have conducted a pilot study with a sample of consumers of wine. The study has given us an idea about the importance of sustainability for consumers of natural wine and if an official certificate is a necessary question for them in the decision-making process.

**Key words:** Natural wines, sustainability, Spain, EU certification, Demeter, biodynamic, natural method wine

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**SUSTAINABLE DEVELOPMENT THROUGH RURAL TOURISM IN DEPOPULATED AREAS IN SPAIN**

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**Purpose:** The high level of depopulation in certain areas of Spain is a serious threat to the country, which is aggravated, even more, by the continuous loss of inhabitants in those areas that continues to occur year after year. One of the activities that can help prevent this depopulation is rural tourism. But to promote it, it's necessary to look at the most important elements that make the tourist choose one place or another, one accommodation or another.

**Methods:** A wide data collection was carried out through 1,658 valid surveys in one of the most depopulated areas of the Spanish territory. After that, various multivariate techniques were used, such as Principal Component Analysis (PCA), and Multiple Classification Analysis (MCA).

**Results:** Several factors were obtained that identified both the different motivations that move tourists, as well as the different variables that identify the province based on its image. After that, it was analyzed how both variables influence the formation of the image that tourists form after the visit.

**Conclusions:** The motivations that move tourists are cultural and natural, above social ones, and the cognitive image is the one that most influences the formation of the new image.

**Key words:** Sustainable development, rural tourism, depopulation, image of the destination, motivations

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**EVALUATION OF HUMAN CAPITAL PERFORMANCE OF THE COUNTRIES BY CRITIC AND COPRAS METHODS: AN APPLICATION ON THE MEMBERS OF THE ORGANIZATION OF THE BLACK SEA ECONOMIC COOPERATION**

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**Purpose:** This study aims to evaluate and rank the members of the Black Sea Economic Cooperation Organization (BSEC) in terms of human capital performance.

Methods: CRITIC (Criteria Importance Through Intercriteria Correlation) and COPRAS (Complex Proportional Assessment) methods have been used in the study. This integrated model consists of a combination of CRITIC and COPRAS methods. The CRITIC method was used to find the objective weights of the criteria. The COPRAS method was used to rank the countries according to their performance.

Results: According to the analysis results, the top three countries with the highest human capital performance are Serbia, Greece, Romania in 2000, Greece, Romania, Bulgaria in 2005, Greece, Russia, Bulgaria, in 2010, Russia, Moldova, Bulgaria in 2015, Russia, Romania and Bulgaria in 2018. Countries with the lowest human capital performance are as follows: in 2005, 2000 and Armenia, Albania, Azerbaijan, in 2010, Turkey, Armenia, Azerbaijan, in 2015 and 2018, Albania, Azerbaijan, Turkey. Turkey was ranked 5th among 12 countries in 2000. It was ranked eighth in 2005, tenth in 2010, and twelfth in 2015 and 2018.

Conclusions: Armenia, Azerbaijan, and Turkey, which are the most disadvantaged countries in terms of human capital, should invest in human capital. They should make comprehensive reforms on these issues and rapidly improve the quality of human capital to grow economically in the future.

**Key words:** Human capital, Economic Growth, Multi-Criteria Decision Making Techniques, COPRAS Method, CRITIC Method, BSEC Countries.

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## **DEVELOPMENT OF REMOTE IDENTIFICATION THE ENTERPRISES BY DIGITAL TECHNOLOGIES**

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The purpose of the article is to research the role of Information and Communication Technology sector in the formation of GDP, and provide recommendations for improving the process of remote identification of enterprises using digital technologies.

Research methods used: method of generalization of theoretical knowledge; tabular method, analysis and graphic method; methods of synthesis, deduction, induction; the approximation method etc..

The paper determines a practical aspect of using electronic remote identification between the bank and the organizations. The article emphasizes that BankID system has great social importance and wide practical application in Nordics and Ukraine. It is analyzed the level of Ukrainian enterprises' computerization in various industries. The shares of some industries in the structure of the Ukrainian's GDP with the construction of a trend line are given. Authors compare states of electronic identification in the northern countries and advantages of BankID systems.

The following recommendations for improvement electronic remote identification the enterprises by digital technologies are made:

- increasing digitalization between banks and enterprises. This will reduce the number of mistakes that made by bank employees when serving customers;
- cooperating IT employees of the domestic banks with employees of different countries in this scope. It is necessary to improve the software products of banks in order to save time on servicing enterprises;
- developing a mechanism for managing the quality of service, product quality, operation of the bank's software products;
- creating refresher courses for banks managers for explanatory work to enterprises' top managers;
- establishing relationships between banks, businesses and universities to increase the level of an information and a financial literacy among the population etc.

**Key words:** digitalization of finances, finance, finance of enterprises, remote identification, digital technologies, BankID, banking

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## **COVID-CRISIS: OPPORTUNITIES VS CHALLENGES FOR INNOVATIVE TRANSFORMATIONS AND SELF-DEVELOPMENT**

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The aim is to identify opportunities and challenges for innovative transformations in the context of the Covid crisis. The methods of systems analysis, surveys and synthesis were used. The main results of the study: the pandemic

has not fundamentally changed the fact that the potential of breakthrough innovations continues to exist. It is not expedient for enterprises to abandon R&D and innovations, despite the current challenges. Innovative transformations require not only financial support, but also human resources and innovative ideas. According to our survey of students in 2020, it was identified that today they can be divided into those who are: 1) able to develop and try to solve problems regardless of the situation; 2) able to take advantage of opportunities, but may be unable to resist threats and solve problems; 3) unable to make constructive decisions and think creatively in a Covid crisis. To ensure progressive innovation development, the number of the first group should be the largest, and the third – the smallest. Conclusions: Currently, the situation for innovative transformations is ambiguous. The paradox of imaginary and real positioning is revealed. This showed discrepancies between how potential business managers assess opportunities and respond to challenges in a Covid crisis.

**Key words:** innovative transformations, crisis, business development, opportunities, challenges, decisions, threats, human resources

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## **CLASSIFYING THE INTERBRAND'S TOP LUXURY BRANDS BASED ON BRAND EQUITY TRENDS (2001 TO 2020)**

*Kamran Siddiqui*

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**Purpose:** This paper aims to classify Interbrand's top luxury using 20-year longitudinal data (2001-2020).

**Methodology:** This study used longitudinal data of 20 years (2001 to 2020) from the top 100 global brands lists annually published by Interbrand.

**Findings:** Firstly, with reference to Interbrand's 100 best global brands for the last 20 years, country of origin for luxury brands is restricted to only five countries; France (4 brands: Louis, Chanel, Hermès, Dior); Italy (4 brands: Gucci, Prada, Armani, Bulgari); Switzerland (3 brands: Cartier, Rolex, Swatch); UK (1 brand: Burberry) and USA (2 brands: Tiffany and Polo). European brands dominate the global Luxury industry.

Secondly, this research provides a cluster analysis based on brand equity and growth data of 14 Interbrand's top luxury brands (2001-2020). These brands can be classified into three distinct clusters; Leaders, Challengers, Intermittent. The first cluster named 'Leaders' included in this cluster are Louis (France), Chanel (France), Hermes (France) and Gucci (Italy). The second cluster was named as 'Challengers' having Cartier (Switzerland), Dior (France), Tiffany (USA), Burberry (UK), and Prada (Italy). The third cluster was named as 'Intermittent', including Armani (Italy), Rolex (Switzerland), Polo (USA), Bulgari (Italy), and Swatch (Switzerland).

Finally, effects of global financial crisis (2008) and global pandemic (2020) on the luxury brands. During both global crises all luxury brands have shown negative growth rates as compared to other brands.

**Key words:** Interbrand, Luxury Brands, Brand Equity, Trends

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## **From GDL to SDL**

*Tibor Zsigmond, Annamária Zsigmondová, Renáta Machová*

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**Purpose:** In the last decades marketing experts have been concerned about how to reform the world of marketing. Most researchers have sharply criticized the earlier-theories of Goods-dominant logic and called for newer theories. Among these theories were the Vargo and Lusch model – 'Service-dominant logic'. The new approach has brought a lot of attention to the profession. While many supported it, the proportion of critics were relatively high. The model is still not completely solved, and it has several – mostly practical – problems so far. The purpose of our article is to present the path of this new approach and the differences between the two theories (GDL and SDL).

**Methods:** During the preparation of the article, we conducted secondary research based on domestic and international literature and journals.

**Results:** The new model is being evaluated, in which we present the main advantages and shortcomings of it and we outline what changes might be necessary in the future.

**Conclusions:** It would be worth to develop and promote the model to help companies to understand how it works. The potential of online platforms can be further exploited. These were not available at the time of creating the original theory, but they might help to involve consumers in the process."

**Key words:** SDL, GDL, PDL, Service-dominant logic, Goods-dominant logic, Product-dominant logic, marketing, services

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## **POLISH LAGOON REGIONS ON THEIR TRACK TO CIRCULAR BIOECONOMY BASED DEVELOPMENT STRATEGY**

*Marcin Rakowski, Adam Mytlewski*

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The poster presents the current progress in the process of local strategy building. Polish Baltic Sea lagoon regions are rural areas, highly dependent on fishery. Both regions are located close to the touristic coastal area, being off side of the touristic flow. Local society have to work in traditional sector of brackish water fishery or looking for work in coastal area. Due to the shortage of traditional fish species in lagoon waters even 50% of landings are so called low-value fish species, which are healthy, relatively cheap, but not known for customers/tourists. The idea of the BE-Rural project is activate local authority to develop a strategy based on circular economy approach and use of low-value fish species as a strength of the region. NMFRI is a scientific advisor of this process. Poster will show following steps leading to strategy building, stakeholders involvement and local authority activity in this matter. low-value

**Key words:** fish species, slow food, local strategy, rural area development, circular economyne Fisheries Research Institute, Poland

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## **DO WE NEED A SECOND ENGINE FOR ENTREPRENEURSHIP? HOW WELL DEFINED IS INTRAPRENEURSHIP TO HANDLE CHALLENGES DURING COVID-19?**

*Samrat Ray, Mehmet Kiziloglu*

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Changing domains of economic mobility during the COVID-19 pandemic has brought in perspectives of innovation which are quite different from the earlier traditions in the so called readings of Schumpeterian ways of innovative thinking.

**Purpose:**Cognitive biases and nudges arising out of crisis globally has shown behavioral functionalities which changes the way human beings react and succumb to choice making. This particular paper is based on extensive literature reviews and global cases arising out of extregencies and the subsequent development of field experiments which study the effects of various factors on innovation within the company.

**Methods:**The field experiments conducted were at national level in cooperation with national chamber of commerce wherein both intrinsic and extrinsic values of economics of scale was studied statistically using advanced quantitative techniques like regression analysis to understand the innovation functionaries.

**Results:**Analysis depicted a striking impact of behaviorial motivation at organisational level and individualistic motivating functionaries play vital role in opening the pandora box od innovation.

**Conclusion:**The rational choice behind measuring intrapreneurship in this study is impactful for learning the trends of human actions and behavior in a firm; which can be a yardstick for future academicians and policymakers to implement directly for aggravating the incubation indices.

**Key words:** Intrapreneur, Entrepreneurial ecosystem, Corporate entrepreneurship, Covid-19, Motivations, Intrapreneurship.

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## **THE CONCEPT OF "INNOVATIVE RECEPTIVITY": METHODOLOGICAL ASPECTS**

*Vladimir Antropov, Natalia Neklyudova*

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The development of emerging economies determines the need to include innovation activities as the main factor at all levels of government. However, in practice, there is a disparity between the availability of innovative opportunities and their real implementation. It is caused by the lack of comprehensive research and conceptual approaches to the mechanisms for innovative potential formation and development. The purpose of the paper is to identify and describe the features that form the structure of ‘innovative receptivity’ concept in the economy. The study used methods of component, comparative and contextual analysis. As a result of the research, the definition of ‘innovative receptivity’ is given. It is an economic concept that characterizes the ability of an organization and a person to perceive innovations, the ability to create and apply pioneering technological innovations, and the willingness of an organization to implement

and reproduce an innovation for the first time. This definition characterizes the essential features of the concept.

**Key words:** innovative receptivity, innovation, emerging economies

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## **GAMIFICATION AS THE HUMAN RESOURCES MANAGEMENT TOOL**

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There is a huge number of different methods created to increase employee motivation, while they are constantly being improved and new ones appear. The manager must not only choose the right one, but also be able to implement it. One of the methods is gamification. The basics of HR management processes using this method are just beginning to form, so it is necessary to develop mechanisms for implementing gamification in the organization. Based on the research, the main provisions aimed at including elements of gamification in the company and recommendations for their implementation are formulated. The purpose of the article is to study gamification in the organization's personnel management in detail and to formulate practical recommendations for its application. The research used methods of the theoretical level, such as: study and generalization, analysis and synthesis, deduction and induction, as well as the study of literature, the regulatory framework and other sources of information. On the basis of the study, the types of games and players, the main provisions aimed at including elements of gamification in the company, as well as recommendations for their implementation to improve the organization's activities are formulated.

**Key words:** management, HR management, gamification, organization, motivation, personnel, management methods, personnel adaptation, game network.

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## **SALES POLICY: ARRANGEMENT AND CONTROLLING**

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The article is devoted to the study of the commodity policy, which directly plays a key role in the management of any company, as well as affects all aspects of its activities. It examines the directions and goals of the product policy, studies its components and principles, as well as methods of managing the company's product policy. The main idea is to reveal the essence of the product policy as an economically significant and effective tool for managing the company.

**Key words:** product policy, product strategy, assortment policy, management, strategy, sales policy, sales activity, management system, efficiency.

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## **TRUST IN ORGANIZATION EFFECT ON THE RELATIONSHIP BETWEEN HRM PRACTICES AND EMPLOYEE WELL-BEING**

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In organizations where a high level of trust is perceived to be present, that trust contributes to the well-being of the employees. This paper investigates the effects of trust in organization on the relationship between human resource management practices and employee well-being. Method: An anonymous survey of 638 employees in Lithuania was conducted. The research was designed based on a 6-dimensional scale of perceived human resources management policies and practices, a 3-dimensional questionnaire of employee well-being, and a 2-dimensional questionnaire of trust in organization. Questionnaire items were measured on a 5-point Likert scale. Survey data were analyzed using descriptive statistics, factor analysis, correlations, multivariate linear regressions and mediation analysis. Findings: Specific relationships were found between various human resource management (HRM) practices with employee well-being in having a full effect or in having a partial effect. This empirical study showed that select HRM practices positively influence employee well-being through the mediating effect of trust in organization. Managerial implications: Based on the results of the survey, employee well-being at work in Lithuania can best be improved by the strengthening of trust in organization through following these HRM practices: "recruitment and selection," "involvement," "training, development and education," "work conditions," "competency-based performance appraisal," and "compensation and reward."

**Key words:** Trust in organization, HRM practices, employee well-being, Lithuania

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## **LEADERSHIP: FROM CLASSIC THEORIES TO THE 21TH CENTURY CHALLENGES**

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Permanent changes, the globalized economy, the universality of information have increased the level of competitiveness between countries in general and organizations in particular. What could be the reason why organizations competing in the same market, with similar technology and comparable resources, differ significantly from each other in terms of performance? The most limited resource in any organization is an efficient and trained person. Finding the right people for each position is critical to the company's success. Technological variations force us to learn, to adapt and to change our mentality. In order to survive, organizations need flexibility and the ability to adapt to change. It is and will be a necessary condition for employees to be the tools that provide the necessary answers that allow organizations to remain in the markets successfully over time. Leadership is the most vital, challenging and mysterious phenomenon in an organization for which researchers have worked tirelessly to explain how the best leaders perform. This article aims to review and synthesize the existing literature from the beginning to the 21th century's challenges to find the best solution for an organization's success.

**Key words:** Leadership, leadership styles and behaviors, classic theories, new challenges.

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## **DEVELOPING RURAL BIOECONOMIES BY FOCUSING ON REGIONAL STRENGTHS: INSIGHTS FROM THE BE-RURAL PROJECT**

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**Purpose:** The transition towards a new, bio-based regional economy requires the active involvement of a broad spectrum of stakeholders and the sustainable use of agricultural, forest and marine ecosystems. The EU project, BE-Rural explores the potential of regional and local bio-based economies and supports the development of bioeconomy strategies, roadmaps and business models in five focal rural regions called Open Innovation Platforms (OIPs). One of them is the region of Stara Zagora, Bulgaria.

**Methods:** The conceptual foundation of BE-Rural builds on a Quintuple Helix Approach, which combines knowledge and innovation generated by key stakeholders from policy, business, academia and civil society within the frame of the environment.

**Results:** The work carried out in the first 18 months of the project has demonstrated that the involvement of different stakeholder groups in the development of regional bioeconomy strategies is crucial and should start at the very beginning of the strategy development process.

**Conclusions:** In the first two years of the project, BE-Rural collected feedback from more than 400 local policy-makers, stakeholders and citizens on their vision for the development of their region. The end-phase of the project will aim to integrate citizens' feedback into the development of bioeconomy strategies and roadmaps in the five OIPs.

**Key words:** Bioeconomy, Sustainability, Rural Development, Participatory Approaches, Social Innovation