



25th International Joint Conference

**CENTRAL AND EASTERN EUROPE  
IN THE CHANGING BUSINESS ENVIRONMENT**

**BOOK OF ABSTRACTS**

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**Prague University of Economics and Business**

Faculty of International Relations, Department of International Business  
Faculty of Business Administration, Department of Marketing  
and

**Bratislava University of Economics and Business**

Faculty of Commerce

25th International Joint Conference

**Central and Eastern Europe  
in the Changing Business Environment**

Book of Abstracts

22 – 23 May 2025

Prague, Czech Republic – Bratislava, Slovakia

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The conference is jointly organized by the Bratislava University of Economics and Business and the Prague University of Economics and Business (namely the Department of International Business of the Faculty of International Relations and the Department of Marketing of the Faculty of Business Administration). The conference's main objectives are to identify and analyze ways and strategies whereby internationally operating businesses can maintain and raise their competitiveness. The conference also concerns sustainability and socially responsible strategies. The conference focuses on the whole Central and Eastern European region. For the last 25 years, it has constituted a valuable platform linking together excellent researchers and business representatives. It creates the opportunity to present recent research and to discuss the future and developments in the changing business environment in the CEE region.

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## **Intersectionality of the Common Agricultural Policy (CAP) and the Agri-Food Global Production Networks (GPN)**

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**Abstract:** This paper aims to examine the relationship between Common Agricultural Policy (CAP) and the agri-food global production network (GPN). The changing trend of the CAP decoupled direct payment by the introduction of eco-schemes/"greening" measures to farmers have significantly impacted the EU's participation into the GPN, particularly in the period from 2010 to 2022. This paper will start by explanation on the significance of agricultural subsidies in the agri-food sector of the European Union and its business activities. In the observed period, EU's participation in the agri-food GPN steadily increased. The paper comes into the conclusion that CAP through the introduction of eco-schemes measures has become the EU's "coupling" strategy into agri-food GPN, through priority on producer organizations. This paper used convergent mixed methods by combining interview findings and regression analysis to reach this conclusion.

**Keywords:** Global Production Network, Common Agricultural Policy, Agri-food

**JEL Classification codes:** F68, N54, Q18

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## **Delivery By Drone: A Bibliometric Analysis**

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**Abstract:** The world is living in an era of rapid technological development. This rapid evolution is having a profound impact on the business world, forcing many sectors to keep pace with change. Technological innovation is essential for efficiency, sustainability and competitiveness. One of the most prominent areas in this context is drone technology. Drones are attracting attention for both military and civilian applications, and one of the most important applications is drone delivery. This innovative mode of transport is being discussed by many sectors due to the benefits it offers and the risks it poses. In this study, a bibliometric analysis method was used to explore the issue of drone delivery in more depth. For the analysis, the Scopus database was searched and the publications obtained were evaluated using bibliometric methods such as basic statistics such as distribution by years and clustering relationships between words. The data used in the study covers the years 2012-2025, which shows that drone delivery is a relatively new area of research. However, the 1038 academic publications obtained show that interest in the topic is quite high. These publications appear in a total of 538 different sources and 2780 different researchers are working on drone delivery. In addition, the rate of international collaboration among authors is 22.45%. This rate indicates significant potential for collaboration for academics wishing to conduct research on a global scale. This review is a valuable resource for both researchers and policymakers, providing important insights into the field of drone delivery. At the same time, it contributes to the literature by highlighting general trends in the drone delivery sector.

**Keywords:** Drone, Drone Delivery, Transportation, Scopus

**JEL Classification codes:** 014, 033

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## **Multigenerational Study on Customers' Willingness to Reduce Consumption Due to Environmental Reasons**

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**Abstract:** The objective of the study was to determine which generation representatives: Baby Boomers, X, Y, or Z, are the most advanced in the process of reducing the material footprint of their own consumption. A stage model of behavior change was applied in the research. According to it, six stages in the process of change can be distinguished: precontemplation, or resistance, contemplation, or preliminary reflection, preparing for change, action, i.e. change, maintenance, or the fight for the durability of change, new routine. The data was collected by CAWI method on 1014 Polish respondents in 2024. ANOVA was applied for data analysis. It was found that people belonging to generation X are the most advanced in the process of change of their consumption behaviors due to environmental reasons. This study findings generate important implications for business activity, mainly regarding types of business models delivering value to people oriented on consumption reduction.

**Keywords:** Voluntary Consumption Reduction, Stage Model of Behavior Change, Multigenerational Study

**JEL Classification codes:** E21, O44, Q56

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## **Bean-to-Bar or How to Combine Sustainability and Creativity: The Example of an Iconic Austrian Chocolate Manufacturer**

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**Abstract:** Bean-to-bar is a movement born in San Francisco (USA) in the first decade of the 2000s. For the chocolate industry, it is a kind of modern re-interpretation of the ancestral craftsmanship of the chocolatier-torréfacteur, who controlled the whole production process from the bean to the bar. The Austrian chocolate manufacturer and family business Zotter, established in 1999 in Bergl, in the region of Styria in southern Austria, is equally committed to the bean-to-bar concept. The purpose of this paper is to investigate Josef Zotter's bean-to-bar philosophy and to understand the firm's founder's reasons for distancing himself from certain conventional sustainability certification schemes. The method is a case study following the principle of theoretical sampling, combined with a socio-semiotic study of the narratives of the company. The most significant findings concern the way that Zotter's model successfully combines sustainability and creativity issues, and how the company's commitment to sustainability outperforms traditional certification standards.

**Keywords:** Bean-to-bar, Certifications, Cacao, Craft Chocolate, Fairtrade, Sustainability

**JEL Classification codes:** L66, M31, Q01

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## **Monte Carlo as a Method for Examining of Business Changes in Tourism in Slovakia**

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**Abstract:** The business environment in tourism encompasses a set of factors influencing the establishment, development, and sustainability of businesses in this sector, including economic, legislative, and market conditions. The dynamics of this environment are crucial for the economic stability of the sector. The main objective of this paper is to model the development of business establishments and closures in the tourism sector based on historical data and the influence of selected factors. The data used for this study were obtained from the Statistical Office of the Slovak Republic upon request. To achieve this objective, correlation and regression analysis were employed to examine relationships between economic variables, while a Monte Carlo simulation was used to predict future business activity trends. The results indicated that there are only moderately statistically significant relationships between economic factors and business establishment or closure. Domestic tourists' expenditures showed a weak positive correlation with business formation, whereas expenditures on inbound tourism had the opposite effect. The Monte Carlo simulation suggested that, assuming historical trends continue, the number of newly established businesses will stabilize at around 7,500 per year, while the number of closed businesses will be approximately 6,000 per year. Extreme scenarios demonstrated that economic fluctuations could lead to significant deviations, with the pessimistic scenario predicting a higher number of business closures and the optimistic scenario indicating a more favorable sectoral development.

**Keywords:** Business in Tourism, Dynamics of Business in Tourism, MonteCarlo Method, Slovakia, Development

**JEL Classification codes:** Z31, Z32

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## **Sustainability and ESG in the German Fashion Industry: A Future Focused Perspective**

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**Abstract:** The German fashion industry stands at a turning point, shaped by growing societal and regulatory demands for sustainability and ethical business practices. The integration of Environmental, Social, and Governance (ESG) criteria into the industry's business models is no longer optional but a strategic necessity. This study analyzes the increasing importance of ESG in the German fashion sector, highlights key challenges, and evaluates its impact on decision-making processes and competitiveness, with a particular focus on future developments. The German fashion industry has long been criticized for its negative environmental and social impacts. In response, companies are increasingly adopting sustainable business models, embracing the circular economy, and investing in technological innovations. Despite the challenges involved, ESG principles also offer new market opportunities and strategic advantages for the future.

**Keywords:** Economics, Sustainability, ESG, German Fashion Industry

**JEL Classification codes:** F10, M20, Q50

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## **Ponzi Schemes: Lessons from Central and Eastern Europe**

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**Abstract:** This paper is the first comparing the patterns of little documented though major Ponzi schemes in five Central and Eastern European Countries (Czech Republic, Hungary, Poland, Slovakia, and Ukraine by alphabetical order), chosen for their past and current similarities and differences. It explores how these schemes were made possible using the U.S. SEC red flags matrix and questions how their past communist histories might account for their magnitudes and echoes. This multiple case study is comprised of both qualitative and quantitative research approaches and relies on secondary sources of data, including sanction decisions. This paper stresses repeated failures of investors and enforcers to timely detect and stop Ponzi schemes, at the expense of investors' wealth and trust in finance. This can be explained by the limited enforcers' means (and will), the low financial education, and some macro-financial specificities including their past communist history.

**Keywords:** Ponzi Scheme, White-collar Crime, Fraud, Finance, Regulation, Enforcement, Sanction, Ethics, Shadow Banking, Central and Eastern Europe, Visegrad, Communism

**JEL Classification codes:** K42, K1, N24

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## **Comparison of Corporate Social Responsibility Performance of International Companies in Selected Sectors**

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**Abstract:** The paper focuses on examining the influence of the industry on the socially responsible behaviour of multinational companies operating in Slovakia. Through quantitative analysis focusing on primary research and qualitative in-depth interviews with key managers of selected companies, the extent of industry influence on the perception and implementation of socially responsible activities is identified. The aim of the paper is to identify significant differences in the approach to CSR between companies from different sectors of the economy, based on a comparison of the results found. The results of the study will thus contribute to a deeper understanding of the complex relationships between industry and corporate social responsibility.

**Keywords:** Social Responsibility, International Companies, Code of Ethics, Sustainability

**JEL Classification codes:** D22, Q56

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## **Exploring Consumer Ethnocentrism and Country-of-Origin Effects among Filipino Gen Z**

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**Abstract:** This study explores consumer ethnocentrism and country-of-origin (COO) effects among Filipino Generation Z consumers across five product categories: automobiles, clothing, dairy products, electronics, and cosmetics. Using the Consumer Ethnocentric Tendencies Scale (CETSCALE) and recall-based COO assessment, the study finds moderately strong ethnocentric tendencies, particularly for automobiles and clothing, where domestic economic contributions are emphasized. Conversely, COO effects are less significant in electronics and cosmetics, where quality, innovation, and brand reputation dominate. Statistical analyses reveal a significant contingency between high ethnocentrism and preference for local products in cars and clothing, while no such relationship exists in other categories. The findings suggest marketers in the automotive and apparel sectors should emphasize local origin, while other industries should focus on quality and global trends. This research highlights the importance of tailoring marketing strategies to align with Filipino Gen Z's values, offering actionable insights for businesses.

**Keywords:** Ethnocentrism, Generation Z, Country-of-Origin Effects, International Business, Filipino Consumers, Consumer Behaviour

**JEL Classification codes:** M31, F14, D12

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## **EU-Russia Trade under Sanctions: An Analysis of Trade Dynamics and Intensity**

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**Abstract:** In recent years, there has been a marked escalation in tensions between Russia and Ukraine, culminating in an armed conflict. In response to this aggression, the international community has adopted a series of sanction measures as a form of protest. The European Union joined this effort, significantly affecting the development of bilateral relations not only from a political perspective but also in terms of trade. This has led to a substantial decline in the volume of mutual trade and a reduction in Russia's share of the EU's total trade. The aim of this paper is to highlight the development and changes in EU-Russia trade relations by analyzing EU trade with Russia and its intensity from 2004 to 2023.

**Keywords:** EU, Russia, Sanctions, Trade relations

**JEL Classification codes:** F10, F19, F51

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## **The Attitude of Generation Z Consumers Towards Nutritional Supplements: Cognitive Aspects**

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**Abstract:** The paper focuses on the segment of dietary supplements and Generation Z's attitudes toward them, with an emphasis on the cognitive aspect. The objective of the presented article is to examine the current attitudes and perceptions of dietary supplements among Gen Z in Slovakia, specifically emphasizing the cognitive dimension. The study is supported by primary research involving 188 Gen Z respondents from Slovakia. The methodology employs an exploratory approach using descriptive statistics. To identify latent factors, exploratory factor analysis is utilized, with an evaluation of the applicability and quality of its outputs. The findings indicate a generally high level of cognitive engagement in attitudes, suggesting good awareness of dietary supplements within the studied cohort. Typologically, offline communication emerges as the most trusted source of information for this cohort in the given area.

**Keywords:** Nutritional Supplements, Attitude, Generation Z, Cognitive Aspects

**JEL Classification codes:** D91; M31

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## **Illicit Trade of Raw Materials in Logistics Sanctions Circumvention: Causes and Consequences**

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**Abstract:** This research explores the illicit trade of raw materials as a response to logistics sanctions, focusing on the interplay between sanctioned and non-sanctioned countries through regional trade agreements. The study's findings reveal that the high economic value of critical raw materials and disruptions to legitimate supply chains have catalyzed the emergence of illicit trade networks. Methodologically, moderation, reliability, and correlation analyses were employed, demonstrating that logistics sanctions positively influence unauthorized interactions with countries ( $NCI = 0.43$ ,  $p < 0.05$ ) and significantly impact supply shortages ( $SS = 0.64$ ,  $p < 0.05$ ), customs regime ( $CR = 0.42$ ,  $p < 0.05$ ), transaction values ( $TV = 0.25$ ,  $p < 0.05$ ), and the establishment of alternative routes ( $AR = 0.39$ ,  $p < 0.05$ ). Notably, regional trade agreements did not mitigate these relationships. This research underscores the need to understand how regional trade dynamics facilitate sanction evasion, thereby influencing the frameworks of illicit trade and logistical operations.

**Keywords:** Illicit Trade, Sanctions Circumvention, Logistics, Illegal Schemes, Raw Materials

**JEL Classification codes:** O17, F23, L91

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## **Entrepreneurial Bricolage and Resilience: Surviving and Thriving of Micro and Small Businesses**

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**Abstract:** In order to investigate the mechanism of surviving and thriving of micro and small entrepreneurs in the entrepreneurial ecosystem characterized by resource scarcity, the concept of entrepreneurial bricolage was examined as an adaptive strategy of bridging the resource gaps. Using structured questionnaire data were collected from 640 owners and founders of micro and small entrepreneurs in the Republic of Croatia. Partial least squares structural equation modelling (PLS-SEM) was used to examine the interplay among entrepreneurial bricolage, resilience and business performance in the entrepreneurial setting of Croatia, characterized by a weak entrepreneurial ecosystem. The results indicate a significant and positive effect of entrepreneurial bricolage on business performance and entrepreneurial resilience, as well as a significant and positive effect of entrepreneurial resilience on business performance. That is, the results show that entrepreneurial resilience partially mediates the relationship between entrepreneurial bricolage and business performance. In addition, the study also shows a high predictive power of the analyzed model, which confirms the generalizability of the findings and points to the need for future investigation of bricolage's role in fostering resilience, entrepreneurship and crisis management.

**Keywords:** Bricolage, Resilience, Business Performance, Resource Scarcity, Entrepreneurship

**JEL Classification codes:** M21, M13

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## **The Climate-Conscious Generation: The Influence of Sustainability Education and Influencers on Generation Z's Climate Responsibility**

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**Abstract:** This study examines how prior education and influencers impact sustainability awareness among Generation Z in Slovakia. Generation Z is crucial to shaping trends around renewable energy, sustainable fashion, and responsible consumption. Their purchasing decisions are influenced by various factors. While previous research has highlighted the role of education and influencers in fostering socially responsible behaviors, few studies focus specifically on this topic. A survey among 412 respondents was conducted to explore the relationship between education, influencer impact, and the adoption of a sustainable lifestyle. The results show that mainly influencers significantly affect responsible awareness of environmental and social issues. These findings offer valuable information for policymakers, educators, and marketers on how to effectively leverage education and influencers to promote sustainability in Slovakia.

**Keywords:** Sustainability, Generation Z, Influencers, Prior Education

**JEL Classification codes:** M31, Q56, I25

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## **The Extent to Which Individualist Business Model Thinking Can Help Central and Eastern European Startups and Their Sales**

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**Abstract:** Many business models are based on (often Western) individualist culture. Although there is research on how cultures affect individual behavior, it remains unclear to what extent individualist business models can benefit Central and Eastern European (CEE) societies aiming to support startups. Using the publicly available datasets from the World Bank and Hofstede Insights, this study analyzes 11 CEE, 15 Western European, and three additional countries based on technology adaptation, individualism, and masculism/feminism. The results suggest that individualism does not always drive the adoption of Western technologies (e.g., eBay). The interpretations of this study indicate that in the CEE region, individuals from Baltic countries (Estonia, Latvia, and Lithuania) may be particularly influenced by feminism; a cultural feature that startups might want to take into their consideration when adopting Western-based business models for sales in areas where cross-border transactions are common.

**Keywords:** Business Model, Culture, Individualism, Feminism, Startup, Sales

**JEL Classification codes:** M13

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## **International Trade as a Component for a Country's Resilience to War: Case Study – Ukraine**

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**Abstract:** Building resilience to such an influential process as a war, that is the ability to adapt well to unexpected changes and events arising in the course of its going on, is a vital necessity for either a country's survival or its rebuilding in the after-war period. International trade is one of the most powerful tools for building resilience against human-made challenges like a war. International trade is an important source of money earning for Ukraine and it increased in its importance with the war actions going on on its territory. The following tools and methods of scientific research were used while conducting the research: empirical, statistical and comparative analyses, as well as the logical method, including deductive and inductive reasoning, the method of trends, different visualization tools like vertical and horizontal bar and pie charts as well as combined charts, etc. Ukraine noted either its exports or imports decrease in 2022, if compared to those of 2021, while noting its imports increase along with the further exports decrease in 2023. The projections of the country's international trade in general and its exports and imports in particular for the next two time periods are lower than the last available data values, showing the continuous and long-term impact of the war on the country's international trade, weakening, at the same time, its resilience.

**Keywords:** International Trade, Exports, Imports, Trade Balance, Projection, Resilience, Ukraine

**JEL Classification codes:** H83, F14, F51

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## **Enhancing Feedback Culture for the Incoming Workforce: The Importance of Psychological Safety**

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**Abstract:** In a workplace with interconnected job roles, innovation and performance thrive on constructive feedback. Further, Edmondson and Bransby (2023) encourage examining the microdynamics of conversations in the workplace in relationships with Psychological safety (PS) to improve performance and drive innovations. The study examines the relationship between individual levels of PS and two barriers that shape feedback-providing action in a workplace: (1) the perceived difficulty of providing feedback and (2) the tendency to avoid providing feedback. Respondents, graduate-level business students with work experience in team-based settings, shared insights into their feedback-providing barriers. Findings reveal that higher levels of safety are associated with lower perceived difficulty in providing feedback. Also, higher levels of safety are associated with lower avoidance of feedback-providing. This research highlights the role of PS in fostering a feedback culture for the emerging workforce.

**Keywords:** Psychological Safety, Feedback

**JEL Classification codes:** M12, M14

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## **Generational Shifts in Sustainable Consumption: A Longitudinal Study of Generations X and Y in Slovakia**

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**Abstract:** This study explores the evolution of sustainable consumption attitudes and behaviours over the past decade among Generations X and Y in Slovakia, focusing on waste management and packaging considerations. Utilising data collected over 11 years through four waves of qualitative and quantitative research, the study examines changes in consumer behaviour and attitudes towards sustainability. The findings reveal significant shifts in pre-purchase and post-purchase behaviours, highlighting increased awareness and action towards sustainable packaging and waste separation. Generation X displayed slightly higher levels of consideration for packaging sustainability, while women consistently showed greater concern for the environmental impact of product packaging compared to men. The study also identifies generational and gender differences in sustainability practices, providing insights into the factors influencing sustainable consumption. The results underscore the importance of targeted social marketing efforts to promote sustainable behaviours across different demographic groups. The study's implications suggest opportunities for businesses to align their products with consumer preferences for sustainability and highlight the need for ongoing monitoring and adaptation of sustainability interventions.

**Keywords:** Sustainable Consumption, Consumer Behaviour, Generation X, Y, Household Waste Management, Pre-purchase Considerations

**JEL Classification codes:** M31, Q56

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## **Visitor Management as a Strategy Increasing Resilience of Urban Destinations**

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**Abstract:** The rapid growth of urban tourism in Slovakia highlights the need for effective visitor management to ensure sustainability and resilience. This study examines the implementation of visitor management tools in Slovak urban destinations, focusing on their role in mitigating negative tourism impacts. Using cluster analysis, cities were classified according to their life cycle stages, identifying opportunities and barriers for visitor management implementation. Data was gathered through structured questionnaires and expert interviews. The findings reveal a lack of systematic visitor management, emphasizing the need for data-driven strategies and digital innovations. The study offers policy recommendations to enhance urban tourism resilience and sustainability.

**Keywords:** Visitor Management, Urban Tourism, Destination Resilience, Sustainability, Slovakia.

**JEL Classification codes:** L83, O18, R58, Z32

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## **Linguistic Strategies in Tourism and Hospitality Marketing: A Comparative Study of Serbia and Romania**

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**Abstract:** This paper examines the language of tourism and hospitality marketing in Serbia and Romania, focusing on the interplay between cultural identity and global influences. It analyses the use of anglicisms, regional features, and cultural references in marketing materials to uncover patterns shaping consumer behaviour and destination branding. By employing a comparative analysis of language strategies in both countries, the research highlights the role of language in creating persuasive narratives, and bridging the gap between local authenticity and global appeal, revealing generational differences in preferences. The findings offer insights into linguistic strategies that reflect cultural identity, support economic growth, and address evolving traveller expectations. It provides practical insights for marketing professionals and linguists, striving to create effective, culturally sensitive marketing strategies in the dynamic tourism industry of South-eastern Europe.

**Keywords:** Hospitality Marketing, Tourism Discourse, Linguistic Identity, Serbia, Romania, Anglicisms in Tourism and Hospitality

**JEL Classification codes:** I23, M31, O33

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## **Firms in the CEE Region in the Context of Globalization and Sustainability**

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**Abstract:** MNEs have great power and implement different strategies to influence the political environment where they operate. They have particular relations with relevant actors at various levels, generating certain political behavior. The subject of this paper is the dynamic relationship between MNEs and the geopolitical context, and it gives an overview of how some firms utilize international organizations and business groups to advance their interests, advance governance, exert power, and contribute to ESG. The purpose of this research is first, to examine the geopolitical context of the MNEs' operations, and secondly, to analyze the MNEs' political strategies to promote ESG that they implement at a regional level, including companies in the industry of green energy and the pharmaceutical, biotechnology, and food industry in the CEE region.

**Keywords:** MNEs, ESG, Corporate Power, Political Behavior, Political Strategies, Inclusive Capitalism

**JEL Classification codes:** F23, F55, F640

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## **Cultural Adaptability of Students at the Faculty of International Relations of the Prague University of Economics and Business**

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**Abstract:** One of the goals of preparing university students at the Faculty of International Relations of the Prague University of Economics is to develop intercultural communication competencies and the ability to adapt to dynamically changing economic and political environments, with a special focus on cultural adaptation. To achieve these goals, elements of intercultural training are incorporated into the compulsory and elective courses, and students also have the opportunity to develop these competencies during their foreign mobilities, international internships, or field internships. This paper discusses the factors of cultural adaptability and their relationship to satisfaction with the stay abroad and the length of this stay. The related phenomena addressed in this paper include the acculturation curve, the role of autonomy, and individualism in young adulthood. The text includes preliminary research on the cultural adaptability test presented in the literature and discusses its possible use as a training tool during lectures or internship supervision.

**Keywords:** Cultural Adaptability, Young Adulthood, Expatriates

**JEL Classification codes:** F22, M12, M53

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## **Emotional Intelligence in Sustainable Entrepreneurship: Bridging Generations and Cultures**

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**Abstract:** Emotional Intelligence (EI) is a critical skill that bridges the diversity of cultures and generations of entrepreneurs to achieve common goals. Project teams built on diversity have tremendous synergistic potential. The study aims to clarify the understanding of the main components of entrepreneurial EI and to identify the most important components for enhancing collaboration in entrepreneurship at the stage of team formation. The systematic literature review allows the combination of the latest knowledge in the field of psychology and management. It reveals the need to create a systematic approach for developing entrepreneurial EI in the new conditions of digitalisation and globalisation. The study characterises the main components of entrepreneurial EI, which is the basis for developing further EI tools for entrepreneurs.

**Keywords:** Emotional Intelligence, Entrepreneurs, Competencies, Model

**JEL Classification codes:** M12, M14, M54

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## **Comparative Analysis of the Logistics Performance Index of Central and Eastern European Countries: A Hybrid LOPCOW-RAWEC Model**

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**Abstract:** This study evaluates the logistics performance index of Central and Eastern European (CEE) countries using a hybrid Multi-Criteria Decision-Making (MCDM) model. It examines the logistics performance of CEE countries from 2010 to 2023. The countries included in this study are Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Czechia, Estonia, Georgia, Hungary, Latvia, Lithuania, Moldova, Montenegro, North Macedonia, Poland, Romania, Serbia, Slovak Republic, Slovenia and Ukraine. The assessment of the logistics performance is conducted based on six criteria determined through a literature review: customs, infrastructure, international shipments, logistics competencies, quality, timeliness, and tracking and tracing. Data is obtained from the Logistics Performance Index (LPI) reports published by the World Bank. The criteria weights are determined using the Logarithmic Percentage Change-driven Objective Weighting (LOPCOW) method, while the countries' logistics performance is ranked based on the Ranking of Alternatives with Weights of Criterion (RAWEC) method. Findings from the LOPCOW indicate that infrastructure, timeliness, and tracking and tracing are the most significant criteria from 2010 to 2023. The RAWEC analysis reveals that Poland, Czechia, Hungary, Slovenia, and Estonia performed the highest logistics performance between 2010 and 2023. Additionally, sensitivity and comparative analyses were conducted to ensure the robustness of the findings. The results of this research are expected to offer valuable insights into the logistics performance of CEE countries over the past several decades.

**Keywords:** LPI, CEE, MCDM, LOPCOW, RAWEC

**JEL Classification codes:** C02, N73

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## **International Marketing Strategies of Agri-Food Business (Case of Slovak Companies)**

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**Abstract:** The research studies the international marketing strategies of agri-food companies engaged in export. The aim of the study is to form a methodological basis for the selection of an international marketing strategy for the export of an agri-industrial company. The main research method of study is content analysis. The paper provides an example of Slovak agri-food companies engaged in the export of their own brands. The results of the study show that for agri-food companies, the most productive type of strategy is the strategy of growth and support of their own trademark. The developed model for substantiating the selection of an international marketing strategy of an agri-food company can serve as a tool for market penetration or adaptation, as it allows for step-by-step adjustments to the developed sales strategy of behavior in foreign markets in accordance with changes in the market situation.

**Keywords:** Consumer Marketing, International Marketing Strategy, Brand, Agribusiness, Agricultural Exports

**JEL Classification codes:** M31, Q13, Q17

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## **Tourism in Selected Countries of Central Europe: An Evaluation of Policies and Economic Impacts**

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**Abstract:** This paper aims to compare tourism policies and economic impact in selected countries of Central Europe (Austria, the Czech Republic, Germany, Hungary, Poland, and Slovakia), contributing to a discussion on tourism development and its role in economic potential as an important issue of national economies. This study identifies similarities in national tourism policies. Exploring the economic impacts of tourism employing data from Tourism Satellite Accounts (TSA) and international and national statistics. Furthermore, correlations are calculated between tourism indicators such as arrivals and overnight stays and the economic impacts, specifically GDP and employment. Tourism intensity is assessed as well to illustrate tourism activity in analyzed countries. By analyzing selected key indicators, the paper provides a comparative evaluation of these countries' economic performance and their respective strategic tourism documents.

**Keywords:** Tourism, Evaluation, Policy, Economic Impacts

**JEL Classification codes:** Z30, Z32, Z38

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## **Exploring the Impact of Socioeconomic Factors on the Consumption of Spa Services in Slovakia**

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**Abstract:** Spa tourism in Slovakia represents a significant component of the country's tourism industry, attracting both domestic and international visitors thanks to its unique natural healing resources. This study aims to analyze the impact of selected socioeconomic factors—specifically the number of treated patients, life expectancy at birth, and average disposable income on the consumption of spa services. A regression analysis revealed a statistically significant positive effect of the number of treated patients and disposable income on spa services consumption, whereas life expectancy at birth exhibited a statistically significant negative effect. The validity and robustness of the model were confirmed through stationarity and heteroskedasticity tests. The findings can serve as a basis for effective planning and development of spa services in line with current trends and market needs.

**Keywords:** Spa Service Consumption, Socioeconomic Factors, Spa Tourism

**JEL Classification codes:** L83, I15

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## **Bridging Technology and Talent: Gen Z's Take on AI in Recruiting and Hiring**

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**Abstract:** This study explores the perceptions, experiences and preferences of Generation Z in relation to the use of artificial intelligence (AI) in recruitment and selection processes. The analysis is based on a nationwide survey conducted among a sample of 644 young adults aged 18 to 28 with different educational and professional backgrounds from Romania and used structural equation modeling to analyze the results. Findings show that ethical and human-centric priorities, like transparency and fairness, strongly enhance perceived AI benefits, which in turn increase familiarity and perceived accuracy. Anxiety over AI tools heightens human-centric priorities, revealing a tension between efficiency and emotional comfort. As digital natives, Generation Z appreciates AI's efficiency but seeks clarity and human oversight. This work fills a gap in understanding job seekers' perspectives and offers employers insights to craft fair, transparent AI hiring systems suited to Romania's emerging workforce.

**Keywords:** Artificial Intelligence (AI), Generation Z, Human Resources (HR) Technology, Recruitment, Selection

**JEL Classification codes:** O33, J11, O15

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## **Consumer Perception of Wine Labels: A Case Study of Vitis Pezinok**

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**Abstract:** Wine branding refers to the perception of a wine product and its name in the consumer's mind. The main objective of this paper is to examine how customers perceive different wine labels from chosen winery Vitis Pezinok. The key method used in the paper is the method of enquiry, specifically a questionnaire and based on the survey results, we created a heat map of the label of the selected products. In the previous survey we found that consumers firstly notice the brand on labels. We compare the given results with the results of the current survey. Based on the findings, we formulate branding recommendations for winery. A key issue in the winery's branding was the inconsistency of the Vitis Pezinok logo. Based on this, we recommend that the winery establish a unified and consistent brand identity that is easily recognizable to consumers. This paper will contribute to a better understanding of consumer behaviour in the area of wine consumption.

**Keywords:** Wine branding, Consumer perception, Wine labels, Heat map

**JEL Classification codes:** D12, M31, Q13

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## **Fostering Environmental Consciousness: The Interactions of Tax Policy, Human Capital, and Generational Awareness in Economic Sustainability**

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**Abstract:** This paper explores the interactions between environmental awareness, taxation policies, and human capital accumulation within an overlapping generations (OLG) model. Addressing a notable gap in the literature, which often examines these factors in isolation, this study presents a framework that integrates education and environmental consciousness across generations. Key findings indicate that higher tax rates negatively affect environmental quality by prompting households to prioritize savings over environmental maintenance, subsequently reducing capital accumulation and economic growth. Additionally, early-life environmental awareness significantly enhances environmental quality, especially when paired with increased awareness in old age. The research also reveals an intergenerational spillover effect, where greater environmental consciousness among older generations bolsters awareness in younger individuals. Overall, this study highlights the importance of integrating education and environmental policies to foster sustainable economic growth and address environmental challenges effectively.

**Keywords:** Overlapping Generations Model, Education-led Environmental Awareness, Taxation Policies, Sustainable Development

**JEL Classification codes:** H23, I25, Q58, D91

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## **The Moderating Role of Corruption: Nexus Between Active Labor Market Policies and Unemployment in OECD Countries**

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**Abstract:** This research is focused on investigating the efficiency of Active Labor Market Policies (ALMP) expenditures of OECD countries including institutional quality of governance. The emphasis is on the quality of governance that affects the supply and demand of employment and the ability of governments to master public spending. Using the general method of moments (GMM) for 16 OECD countries over the 2005/2018 period, we show that corruption "CPI" reduced significantly the efficiency of ALMP on unemployment rate. This result is found consistent using another corruption proxy "CKI". Moreover, our estimation suggest that the effectiveness of governance reinforces the effectiveness of ALMP.

**Keywords:** Corruption, Active Labor Market Policies, Unemployment, Effectiveness of governance.

**JEL Codes:** J01, J10, H55

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## **Trade and Sustainable Development Between the European Union and New Zealand**

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**Abstract:** The bilateral Free Trade Agreement (FTA) between the European Union (EU) and New Zealand, concluded in May 2024, represents a significant advancement in their trade and economic relations. Both partners prioritize social, economic, and environmental objectives as integral components of their trade policies, reflecting shared values and a commitment to balanced growth. The paper assesses how trade policies can support environmental objectives and strengthen circular economy principles. A particular emphasis is placed on Chapter 19 of the EU-New Zealand FTA, titled "Trade and Sustainable Development" (T&SD), which addresses the interface between trade policy and the goals of environmental protection and labour rights. The article evaluates the alignment of the FTA with the broader global agenda for sustainable trade.

**Keywords:** European Union, New Zealand, Free Trade Agreement, Trade Policy, Sustainable Development

**JEL Classification codes:** Q01; F13; F18

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## **Application of Cluster Analysis on the Tourism Regions in Slovakia: Assessing the Level of Their Tourism Development**

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**Abstract:** The paper explores various levels of development across Slovak tourism regions. The main objective is to identify the six most developed tourism regions in Slovakia. Hierarchical cluster analysis was used as the primary tool for assessing the level of tourism development. Several indicators reflecting the level of tourism development in Slovak regions were applied in the analysis. The findings reveal six clusters, with the six most developed tourism regions in Slovakia. These regions are the Region of Bratislava, Turiec, Horehronie, Pohronie, Tatras, and Liptov. For future research, we recommend assessing the level of tourism development in the tourism regions of neighboring countries, which could highlight potential partners for Slovakia's well-developed regions. This could contribute to more effective cooperation among the most developed tourism regions in Central Europe.

**Keywords:** Tourism Development, Cluster Analysis, Tourism Regions

**JEL Classification codes:** Z32

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## **The Impact of Logistics Performance on Countries' Export Growth: A Global Gravity Approach**

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**Abstract:** This study deals with defining the link between logistics performance scores (LPI index) and export growth. The main aim of the paper is to evaluate the influence of logistics performance on the expansion of countries' exports, utilising the LPI index and its components, such as infrastructure quality, ability to track and trace consignments, ease of arranging competitively priced shipments, or efficiency of the customs clearance process. Poisson pseudo-maximum likelihood estimators with fixed effects were used to estimate gravity models as the core method of application. The results of the research suggest that higher logistics performance impacts export growth, while increasing the similarity of the overall LPI between countries supports more intensive bilateral trade flows. The study thus emphasises the importance of improving logistics efficiency as a tool to strengthen countries' export performance and support their global competitiveness.

**Keywords:** LPI Index, Logistics, Gravity Model, PPML

**JEL Classification codes:** C55, F14, L91

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## **How to Increase the Attendance of Young Czechs in Classical Music Events: A Qualitative Study**

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**Abstract:** This study explores the barriers to participation in classical music events among young Czechs. It aims to identify factors influencing attendance and provide recommendations for increasing engagement among this demographic. The research employs in-depth interviews with ten young Czechs. Findings reveal that young Czechs discover music through digital channels, preferring a wide range of genres that fit different occasions in their everyday life. The motivation for attending music events is the pursuit of unique experiences. Classical music is appreciated for its relaxing qualities and ability to increase concentration. Social media play a pivotal role in shaping attendance decisions. The study suggests that blending classical music with contemporary genres may enhance its relevance and attract younger audiences.

**Keywords:** Young Czechs, Classical Music, Attendance, Barriers, Engagement Strategies

**JEL Classification codes:** M3

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## **From Quarantine to Normality: How Emotions and Productivity Concerns Influence the Intention to Continue Teleworking**

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**Abstract:** The COVID-19 pandemic has transformed teleworking from an occasional practice into a widespread necessity, raising questions about its long-term viability. This study examines the determinants of workers' intentions to continue teleworking after a crisis, focusing on the role of positive emotions, productivity concerns, and social concerns. Using data from 1,142 teleworkers surveyed during the 2020 lockdown, the results show that positive emotions significantly increase the intention to telework, while productivity concerns have a modest negative effect. In contrast, social concerns do not exert a significant influence. These results emphasize the importance of promoting positive experiences of telework to ensure its sustained acceptance. This research contributes to the understanding of the dynamics of telework and provides practical insights for organizations seeking to adapt to the evolving work environment.

**Keywords:** Teleworking, Emotions, Productivity, Social Concerns

**JEL Classification codes:** J24, M54, O33

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## **The Impact of UNESCO Sites on International Tourism: The Relationship Between Cultural Heritage and International Tourism Arrivals**

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**Abstract:** Cultural heritage represents a key factor in destination attractiveness, with UNESCO World Heritage Sites playing a significant role in tourists decision-making processes. The aim of this paper was to explore the relationship between the number of UNESCO sites and the intensity of international tourism, measured by the number of tourist arrivals. A quantitative approach was adopted, using an Ordinary Least Squares (OLS) regression model, based on 2019 data from UNESCO and the World Bank. The analysis suggests that each additional UNESCO site is associated with an average increase of 2.03 million international tourist arrivals, with the model explaining 57.09% of the variance. While the results emphasize the potential contribution of cultural heritage to tourism development, they also highlight the need for cautious interpretation due to methodological limitations and the absence of causality testing.

**Keywords:** Cultural Heritage, UNESCO World Heritage, Tourism Demand, Destination Attractiveness, Economic Development, Regression Analysis

**JEL Classification codes:** Z32

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## Reasons for Establishing Business Centers in the CEE Region

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**Abstract:** The article aims to identify the reasons for establishing business centers in the CEE. The main method for processing the empirical part of the article is a multiple case study. The objects of the investigation were four business centers in Slovakia whose main activity is providing financial services. The original reasons for building centers in the region included cheap labor, geographical position, time zone, political situation, and tax system. The result of our research is the expansion of the existing literature with additional factors and the updating of the literature with the current reasons for establishing and preserving business centers in the region. Currently, the centers are motivated to stay in the country mainly by a qualified workforce that can adapt flexibly to changed market conditions. A limitation of the research is the focus of the investigation on one country.

**Keywords:** Business Centers, Motives for Establishing, Central Europe, Slovakia

**JEL Classification codes:** M13, M19

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## **Do Investors Care about Sustainability?**

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**Abstract:** The study aims to investigate how the inclusion of enterprises in the BIST sustainability index causes a change in stock returns for 2014-2023 with Event Study and Paired Samples t-test methods. According to the results of the analysis, it is seen that the cumulative average abnormal returns of 18 enterprises follow a negative trend in the period covering 10-5 days before and 10-5 days after the inclusion of the BIST sustainability index. The results of the Dependent Sample t-test show that the CARit values before and after the event indicate no change in stock returns. This suggests no change in stock returns after including enterprises in the BIST sustainability index. This situation can also be interpreted as investors' lack of reaction to the inclusion of the enterprises in the BIST sustainability index or that they cannot obtain an abnormal return from these stocks.

**Keywords:** Sustainability, Borsa Istanbul, Case Study

**JEL Classification codes:** Q5, C10, D53

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## **Enhancing the Sustainability of Global Mobility: Family-centered Assignment Policy as a Key Determinant of Successful Relocation**

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**Abstract:** With the rapid globalization and increase of cross-border activities of the MNCs, the global mobility policies of multinational companies have emerged as a key area of study, offering potential pathways for implementing sustainable practices and strategies for multiple relocation scenarios. The majority of assignment policy studies focused on the relocated employee and/or the spouse itself. In this article authors extend the attention beyond and assess the assignment policy in broader context of the entire family relocation (including children, stepchildren, children born during relocation, single parent relocation, marriage during relocation and same sex couples). We conducted 16 semi-structured interviews to determine key areas, desirable for sustainable and up-to-date assignment policy. Our findings indicate that it is precisely the size of the family, the family relocation scenario and the family, marital and parenting status that determines the success of an employee's relocation and should be part of successful and sustainable assignment policy.

**Keywords:** Relocation Policy, Assignment Policy, Global Mobility, International Assignment

**JEL Classification codes:** M16, M51, M10

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## **Gender Balance in Banking: Insights from a Case Study in the Czech Republic**

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**Abstract:** The creation of an inclusive work environment has been one of the challenges addressed for the past decade when gender equality was at the forefront. Even though numerous initiatives have been communicated, parity has not been reached yet. A comparative analysis examines Corporate Social Responsibility (CSR) activities and Environment, Social, and Governance (ESG) initiatives employed by the most well-established banks in the Czech Republic (CZ). Further, a qualitative descriptive single-case study of MONETA Money Bank, a.s. (MMB) complements the empirical study, allowing for a more profound examination of MMB strategies to eliminate equity disparities. The case study provides deeper insights based on 27 semi-structured interviews with company stakeholders of several layers. The research findings from the case study identify the most essential components for addressing equity disparities. Recommendations are discussed, along with proposed managerial implications.

**Keywords:** Gender Equity, CSR, ESG, Banking Sector

**JEL Classification codes:** J16, M14

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