

Proceedings of the

**18th European Conference on
Management Leadership
and Governance
ECMLG 2022**

Hosted by
ISCTE – Instituto Universitário de Lisboa
Portugal

10-11 November 2022

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ECMLG Preface

These proceedings represent the work of contributors to the 18th European Conference on Management Leadership and Governance (ECMLG 2022) hosted by ACI and ISCTE – Instituto Universitário de Lisboa, Portugal on 10 - 11 November 2022. The Conference Chair is Professor Florinda Matos and the Program chair is Professor Álvaro Rosa, both from ISCTE – Instituto Universitário de Lisboa, Portugal.

ECMLG is now a well-established event on the academic research calendar and now in its 18th year the key aim remains the opportunity for participants to share ideas and meet the people who hold them. The scope of papers will ensure an interesting two days. The subjects covered illustrate the wide range of topics that fall into this important and ever-growing area of research.

The opening keynote presentation is given by Professor Miguel Pina e Cunha, Nova SBE - Universidade Nova de Lisboa, Portugal, on the topic of *Paradoxes of power and leadership*. The second day of the conference Keynote presentation is given by Professor Stefan Güldenbergh, EHL Hospitality Business School Lausanne, on the topic of *Rethinking Leadership in the Knowledge Economy*.

With an initial submission of 129 abstracts, after the double blind, peer review process there are 56 Academic research papers, 8 PhD research papers, and 2 work-in-progress papers published in these Conference Proceedings. These papers represent research from Austria, Brazil, Colombia, Croatia, Czech Republic, Denmark, Finland, France, Germany, Greece, Hungary, India, Ireland, Kuwait, Lebanon, Lithuania, Macau, Malta, Nepal, New Zealand, Northern Ireland, Norway, Pakistan, Poland, Portugal, Russia, South Africa, Switzerland, Taiwan, Thailand, The Netherlands, UK, United Arab Emirates and the USA.

We hope you enjoy the conference.

Professor Florinda Matos
ISCTE – Instituto Universitário de Lisboa
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November 2022

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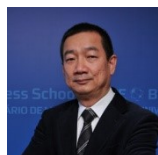
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Biographies

Conference Chairs



Prof. Florinda Matos holds a PhD in Social Sciences, Organizational Behavior Studies from the Technical University of Lisbon. She is a professor in Post-Graduate courses at the ISCTE – IUL and a researcher at DINÂMIA'CET – IUL . Presently, she is leading the project "KM3D - Knowledge Management in Additive Manufacturing: Designing New Business Models" in a national consortium, funded by FCT.



Prof Álvaro Rosa is associate professor (with Habilitation) at ISCTE Business School. Currently is the director of the Master of International Management at Iscte - Instituto Universitário de Lisboa and member of Scientific Committee of Iscte Doctoral Programme on Applied Management. His research interests are strategy, quality and cross-cultural management. He is a regular visiting scholar in faculties in China, Brazil, UK, and Slovenia.

Keynote Speakers



Stefan Güldenber is a pioneer and leading expert on the future of work, digital strategies, sustainable leadership, and knowledge management. He is a university professor, platform founder, strategy consultant, executive coach, and knowledge entrepreneur. He studied Business Mathematics, Philosophy, and English at the University of Ulm and then received his doctorate and habilitation at the Vienna University of Economics and Business. Stefan has 25 years of experience in research, knowledge transfer, and practice. He conducts research on and supports the development of strategy and transformation processes. Stays abroad led him, among others, to Harvard University, the Massachusetts Institute of Technology (MIT), and the National University of Singapore. He is the current Vice President Practice of the European Academy of Management (EURAM) and President of the New Club of Paris, a think tank and agenda-setter for the knowledge economy. Stefan is the Academic Director of EHL Hospitality Business School Lausanne (<https://www.ehl.edu/>)



Miguel Pina e Cunha is the Fundação Amélia de Mello Professor at Nova SBE, Universidade Nova de Lisboa (Portugal). He studies different dimensions of organizing and organizations, using the lens of paradox. He is a co-author of the *Elgar Introduction to Organizational Paradox Theory* (Elgar, 2021), *Positive Organizational Behaviour: A Reflective Approach* (Routledge, 2020), and *Elgar Introduction to Organizational Improvisation Theory* (Elgar, 2022) and a co-editor of *Contemporary Social Theory for Management* (Routledge, 2019).

Mini-Track Chairs



Carolina Almeida Cruz is an entrepreneur and champion of positive impact in Portugal who started her career at the International Labor Organization and recently received the Women Economic Forum award for "Iconic Women Creating a Better World". Carolina is a PhD scholar at the Lisbon University Institute (ISCTE) and studied Psychology at ISPA, Finance and Administration for Non-Profit Organizations at Harvard, and Entrepreneurship and Corporate Sustainability Management at Cambridge University.



Prof David Ferraz is a Public Policy and Public Administration Professor of ISCTE-University Institute of Lisbon and ISCSP-Lisbon University and, currently, the General Secretary of the Portuguese Economic and Social Council. He is the author and co-author of various national and international publications in the areas of Management, Administration, Public Policy and Human Resource Management.



Tatiana Gladkikh is Head of Business, Management and Computing at the University of the Highlands and Islands (UHI), Perth College. As an academic and consultant, she has worked the UK, Russia, Europe and the Middle East. Her research is focussed on leadership and cross-cultural issues in the global business environment. Among her recent publications are *Luxury Yachting: perspectives on Tourism, Practice and Context* (Palgrave Macmillan, 2021) and *The International Business Environment and National Identity* (Routledge, 2018). Dr Gladkikh is a Senior Fellow of the Higher Education Academy (SFHEA) and a Member of the Chartered Institute of Linguists (MCIL).



Adriana Coutinho Gradim is a student at the PhD of Business and Economics by the University of Aveiro. She has a bachelor in Languages and Business Relationships and a master's in management – specialized in marketing and international business. For the last two years she worked as a research fellow in the INNHOSPITAL project in which she was able to improve her research skills in the field of innovation and health management. Currently, she has a doctoral scholarship granted by the University of Aveiro to develop her thesis in the field of intellectual capital and knowledge management in a mobility context.



Teresa Dieguez, Specialist on Strategy and Entrepreneurship at Polytechnic Institute of Cávado and Ave (IPCA), Portugal. After her studies in Economics, Teresa worked for several years at the automotive industry. She founded her first company in 1995 and in 2007 she took a Master on Innovation and Technological Transfer. Nowadays Teresa is a professor and a co-promotor of different businesses and activities. She is a Social Judge, and she is taking her PhD on Social Sustainability and Development. She believes that innovation is a good way to improve sustainable development



Isabel Ferreira, PhD in Information Technologies and Systems, specialization area e-government, from the University of Minho, Portugal. Research collaborator in the group Information Systems and Technologies for the Transformation of Organizations and Society (ISTTOS), of the Algoritmi Center, University of Minho. Founder member of the AIS Student Chapter of the University of Minho.



Paula Loureiro, PhD student in Business Sciences, with several publications in the areas of Human Resources Management and Organizational Behavior. Paula has been teaching in Higher Education since 1998, having taught various curricular units in management for undergraduate and master's degree courses. Experience in coordinating disciplinary areas of the Management Department. Research interests: Career Management, Skills management, Equal opportunities and diversity management.



José Vale is a professor at the Porto Accounting and Business School, Polytechnic of Porto, Portugal, where he teaches several courses related to management accounting. He is PhD in management – specialized in accounting and management control. He has several articles published in indexed international journals, having also participated in different international and national conferences. He has been a member of different scientific committees in conferences. Currently, his research interests are mainly in the areas of intellectual capital (IC) and knowledge management, as well as accounting, with a focus in non-financial reporting.

Biographies of Contributing Authors

Toon Abcouwer: lecturer (University of Amsterdam) for four decades, supervisor of hundreds of thesis students. Founder of the Adaptive Cycle of Resilience, helping organisations operating in changing environments. Together with Emőke Takács he published over 30 articles in the past five years, leading to the understanding of the necessary shift from the 'Me-We' paradigm to the 'We-All'.

Rameshwar Acharya is Assistant Professor of Finance (Public Youth Campus, Tribhuvan University, Nepal). M. Phil received (Tribhuvan University, 2016). Published several journal research articles. Served Government of Nepal, as Financial Management Expert in 2011 and 2016. Research interests: governance, remittances and tourism. Has published a text book on Financial Institutions and Markets on co-authorship. Currently the director of BBA program.

Hanan Al Mazrouei: Associate Professor (United Arab Emirates University, UAE). Received Master's in human resources management (Swinburne University, Melbourne, Australia) and Ph.D. in business (Latrobe University, Melbourne, Australia). Has a strong record of research, teaching and administrative experience (Assistant Dean for Student Affairs at UAEU). Research areas are cross cultural management and leadership. Publishes in leading international journals

Reza Asghari is chair of the Entrepreneurship Hub of TU Braunschweig and Ostfalia University of applied Sciences. He earned his doctorate in 1997 at the Institute of Economics at the TU Braunschweig. He is the author of numerous publications in the field of high-tech innovation, entrepreneurship and e-government.

Dimitrios Belias, Assistant Professor (Department of Business Administration, University of Thessaly, Greece) is also a Postdoctoral Research Fellow (Department of Business Administration and Tourism, Hellenic Mediterranean University, Greece). Main research interests are in the areas of Management, Human Resource Management, Organizational Behavior, Tourism Business Administration, Educational Management, Service Quality and Tourism and Hospitality Management.

Karen Rocio Beltran Rueda, Internship and job training leader and Professor of the Undergraduate Degree in Hospitality and Tourism Management at Corporación Universitaria Minuto de Dios - Distance and Virtual Learning. Culinary and Gastronomy Professional, specialized on Teaching and Pedagogy. Experience as a professional chef and chef instructor. Latin-American cultural studies Master's student.

Andrea Bencsik is a professor at Pannon University in Hungary and at J. Selye University in Slovakia. She is doing research in the fields of knowledge- change- human resources management and teaching these disciplines at the same time. She is the author of a number of scientific publications and a member of some international scientific committees.

Susanne Böhlich is Professor of International Management at the IU International University of Applied Sciences. Her research focus is on Human Resource Management, Generations and Leadership.

Tiina Brandt Principal lecturer, Dr (docent) does the research and international projects about entrepreneurship, leadership and organizational behaviour. She is especially specialised on individual qualities (e.g psychological capital, innovativeness and personality) impacting on entrepreneurship and leadership. She has supervised several doctoral thesis of this field. Currently she is leading international research team about culture and entrepreneurship with 15 countries involved and project about AI and organizations' knowhow.

Łukasz Bryl is an Assistant Professor in the Department of International Economics at the Poznan University of Economics and Business. He holds PhD in economics and specializes in Intellectual Capital and corporate reporting. Lukasz was Visiting Professor at the Jyväskylä University of Applied Sciences.

Marian Carcary is a lecturer in business in Mary Immaculate College, Ireland. Her research interests include qualitative and quantitative research methods, design science and engaged scholarship, organisational digital transformation, and digital technology adoption within the education sector. Marian has previously managed and worked on multiple Enterprise Ireland and European-funded projects. Contact her

marian.carcary@mic.ul.ie.

Doctor Brendan Coleman is a graduate of Henley Business School. He has over 35 years' experience working in corporate business both in the UK and internationally. Focusing on psychometric testing as it relates to recruitment and development, he advises businesses on the Dark Triad and how to manage effective recruitment and development of employees .

Oscarina Conceição is Professor at Polytechnic Institute of Cávado and Ave and researcher at Dinâmia'CET - Iscte (Instituto Universitário de Lisboa). She has a PhD in Economics from University of Minho. Her research interests include the following topics: innovation process and their socio-economic effects; knowledge transfer; knowledge and innovation networks; entrepreneurship; Academic entrepreneurship; Blue Economy.

Dr. Roila (Eleftheria) Christakou PhD, Panteion University, MA Cultural Management, City University, BA French Language & Literature, National and Kapodistrian University of Athens. Works as Head of Digital Banking Management Office in Eurobank. Previously Communications Officer, European Stability Mechanism (ESM) in Luxembourg. Public Relations and Communications specialist with experience in the EU, Banking, Government and Entrepreneurial sector.

Simona Činčalová received PhD degree from the University of Pardubice, Czech Republic in 2018, in Management. She is a lecturer and a researcher in the Department of Economic Studies, College of Polytechnics Jihlava. She is interested in corporate social responsibility (CSR), customer satisfaction and loyalty, gender gap and managerial ethics.

Muriel Davies is Researcher Lecturer at LINEACT CESI. She worked 13 years long in industry as manager before reorienting towards higher education. Her main research topic is organizational culture.

Malte Diekmann is a Technical Product Owner at a cyber security company and graduated in Technology-oriented Management at TU Braunschweig. He worked in business practice in the field of corporate foresight for a longer period. His main research interests are innovation management, technology foresight as well as digital transformation.

Anyanitha Distanont: BBA in operations management (Kasetsart University, Thailand, 2005). M.Sc in technology management (Thammasat University, Thailand, 2008). Received her doctoral degree (Department of Industrial Engineering and Management, University of Oulu, Finland, 2013). Has been an assistant professor (College of Innovation, Thammasat University, Thailand). Research interests: innovation and technology management, commercialization, digital marketing, knowledge transfer, and new product development.

Vít Dočekal is an assistant professor at the Department of sociology, andragogy and cultural anthropology at the Faculty of Arts at Palacký University Olomouc. Vít was involved in a research on several topics of social work and is mainly interested in adult education, experiential learning team work.

Dr Eileen Doherty is a Lecturer in Digital Transformation at Ulster University Business School, N. Ireland. Her area of expertise is in Organisational Digital Transformation. She has campaigned on the defective blocks crisis in Ireland since 2014 which culminated in a multi-billion euro scheme for those affected being launched by the Government in 2020.

Valindawo Valile M. Dwayi, is the institutional Head, Directorate for Short Learning Programs at Walter Sisulu University, South Africa. As part of his headship of the Centre for Learning and Teaching Development for more than 15 years, he has been extensively involved in a number of quality enhancement activities for institutional development.

Anandasivakumar (Siva) Ekambaram works as a research scientist at SINTEF, Trondheim, Norway. He obtained his doctoral degree, which focuses on project management and knowledge transfer in organizations, from the Norwegian University of Science and Technology (NTNU). Besides his research work, he is involved in teaching activities at NTNU.

Justyna Fijałkowska is an Associate Professor in the Finance and Accounting Department and the Head of the Institute of Finance at the University of Social Sciences in Poland. She holds a Ph.D. (University of Social Sciences) in management. Her academic interests include Intellectual Capital, voluntary disclosure, and sustainability.

Valerie Priscilla Goby, PhD, SFHEA, a professor at Zayed University, Dubai, has published across a range of disciplines including business ethics, leadership, gender, cross-cultural communication, and CSR in journals such as *Journal of Business Ethics*, *Leadership and Organisation Development*, and *Women's Studies International Forum*. Find her on Orcid: <https://orcid.org/0000-0002-9370-0609> and Google scholar: https://scholar.google.ae/citations?user=dESP3_8AAAAJ&hl=en

Claudia Hess is a professor of Digital Transformation at IU International University of Applied Sciences. Besides teaching and research, she is also working in industry. As a consultant and project manager, she supports companies in digitalisation projects and accompanies teams in the agile development of new, digital products and services.

Jens Holmgren is Associate Professor, Vice-head of business school, at Aalborg University Business School. His research revolves around leadership and strategic management with a special focus of public leadership. His work has been published in journals such as *New Technology, Work and Employment*, *International Public Management Review* and *Journal of Modelling in Management*.

Denis Imhof is an aspiring PhD student in Management and holds a MSc in Business Information Systems and a BSc in Business Administration degree. He is now doing research in the field of leadership and strategic management with Prof. Dr. Stella Gatzju Grivas. He has obtained practical experiences in multiple large enterprises in Switzerland.

Harri Jalonen is a professor at University of Vaasa. His research interests include service-dominant value creation, emergent governance and systemic change, innovation and knowledge management. Currently he is interested in causes, characteristics and consequences of organizational ignorance. He has published around 120 scientific articles, books or book chapters.

Birgit Helene Jevnaker, PhD, is Professor of Innovation and Economic Organization at BI Norwegian Business School, Department of Leadership and Organizational Behaviour, Oslo. She has published extensively on strategic design and leadership, knowledge and management learning, innovation, and sustainable organization, as well as entrepreneurship. She was awarded BI's Development Prize for execute leadership program.

Orapan Khongmalai: Ph.D in 2009 in international business (School of Management, Asian Institute of Technology) Has been an associate professor (College of Innovation, Thammasat University, Thailand). Teaching areas include project management, knowledge management, and change management. Current research projects and activities focus in the areas of performance management, project management, sustainable development, and social innovation.

Pavel Král is an assistant professor at the Faculty of Management, Prague University of Economics and Business. He published his work in the *Journal of Business Research*, *European Sport Management Quarterly*, or *Journal of Competitiveness*. His main research areas are corporate and sport governance, human resource management, and organizational transparency.

Louise B. Kringelum is Associate Professor, Head of Education, at Aalborg University Business School. Her research is primarily focused on business models, strategy development and inter-organizational collaboration and has been published in journals such as *Research in Transportation Business and Management*, *Journal of Industrial Ecology*, *The Learning Organization* and *Journal of Critical Realism*.

Wioleta Kucharska holds a position as an Associate Professor at the Faculty of Management and Economics of the Gdansk TECH, Gdansk University of Technology, Fahrenheit Universities Union, Poland. Authored 60 peer-reviewed studies published with Wiley, Springer, Taylor & Francis, Emerald, Elsevier, IGI Global, and Routledge. Recently involved in such topics as tacit knowledge and company culture of knowledge, learning, and collaboration. Along with scientific passion and achievements, she has 12 years of managerial experience; therefore, her works next to theoretical foundations actively refer to management practice.

Ashley Latchu is the CIO for the Human Sciences Research Council in South Africa. He is currently working towards this PhD in Information Systems. His research area is that of Information Systems in the government public sector.

Kátia Lemos is a professor of financial accounting at the Polytechnic Institute of Cávado and Ave (IPCA). She received her PhD in Business sciences (Accounting) from Santiago de Compostela University in 2011. Author of several articles published in scientific books and journals. Her main research areas are Financial and non-financial reporting; CSR/sustainability reporting.

Marina Lovrinčević is associate professor of management and entrepreneurship at University of Split, Croatia. She received her PhD in management from University of Split in 2012. Her main research areas are management, entrepreneurship, strategic management, and corporate governance.

Margaret Mangion is a Senior Lecturer at The Edward de Bono Institute for Creative Thinking and Innovation and at the University of Malta. While actively working on research projects, Margaret is also involved in a number of outreach programmes engaging different sectors across society. Margaret also has experience on expert panels at policy making level.

Arjen Maris is a lecturer/researcher in the field of process and information management since 2015. He previously worked in the long-term healthcare domain for more than ten years. As a PhD candidate, he is affiliated with the research groups *Process Innovation and Information Systems* and *Industrial Engineering & Business Information Systems*.

Jones Mathew, PhD is Professor in Marketing at Great Lakes Institute of Management, Gurgaon, India. He has 18 years of corporate experience and 13 years of academic experience. He has published research on Brand Marketing, Sustainable Marketing, Leadership and Tourism, authored global award winning cases and writes for the business press.

Juha Kai Mattila is a freelance researcher and a postdoc at Aalto University, Helsinki, Finland. He received his D.Sc. (Tech) from Aalto University in 2020 and G.S. Officer (C4ISTAR) from National Defence University, Finland in 1993. He is consulting Armed Forces in their digitalization or digital transformations. His main research areas are organizational evolution, enterprise architecture in modelling complex open systems, use of power in the cyber domain, and implementing digital transformations.

Trevor McSharry is Head of Department of Civil Engineering and Construction at Atlantic Technological University Ireland. He is a Chartered Engineer and Fellow with Engineers Ireland and holds an MBA with Dublin City University. Trevor is currently a doctoral candidate at Maynooth University with a research focus on leading change in higher education.

Viviana Meirinhos is a professor in the Human Resources field at the Polytechnic of Porto since 1998 and the responsible researcher for the Human Resources research line of the Centre for Social and Organizational Studies of the Polytechnic. Currently, she's head of the Career and Alumni Service of the Porto Accountability and Business School

Samy Mesnik is PhD Candidate in Business Strategy from FGV EAESP (SP, Brazil). He received his master's degree with honourable mention in Finance from FGV EESP, São Paulo, Brazil in 2018 and received other two awards from IBGC and CFA Society. He is a professor of Faculdade Belas Artes (SP, Brazil).

Birutė Mockevičienė is a professor of Management in the Institute of Leadership and Strategic Management. She leads Health Laboratory and conducts public management and policy analysis research in various sectors such as Health, Education, Science, and Business. She is an active initiator of scientific projects. The last project focused on instant machine learning based pricing estimation for customized manufacturing.

Sónia Monteiro: professor at the Management School of the Polytechnic Institute of Cávado and Ave (Portugal). PhD in Business sciences from Santiago de Compostela University. Member of Research Center on Accounting and Taxation. Ambassador of the Sustainable Development Goals Portugal Alliance- UN Global Compact Network. Her main research areas are Financial and non-financial reporting.

Jorge Alexander Mora Forero, Research leader of the Undergraduate Degree in Hospitality and Tourism Management at Corporación Universitaria Minuto de Dios - Distance and Virtual Learning. Consultant in tourism. Experience as a professor in tourism. Touristic and Hospitality Manager, Master's in Education. Doctoral student on Tourism.

Dinah Natto is Ph.D. student at Wits Business School, the University of Witwatersrand Johannesburg South Africa. Her PhD topic is **Effect of Corporate Governance on Firm Performance and Economic Growth in Emerging and Developed Markets: a comparative analysis of emerging and developed economies**. Her research interests are in accounting, finance and management.

Hester Nienaber is retired, but still active, professor at Unisa, Department of Operations Management, Pretoria, South Africa, and a visiting research scholar at Northern Arizona University, USA. Hester received her Doctorate in strategic management from Unisa. Her research theme is 'shaping a competitive advantage by unlocking human competence'.

Sofia Panagiotidou is a PhD candidate at the University of Macedonia, Greece (GR). She is an experienced career counselor with Master degrees in Environmental Education, Communication and Didactics and graduate in Philology and Business Administration. Her main research areas are human resources management, talent management, internal and external employer branding strategies.

Jin Park received his Ph.D. from the University of Minnesota – Twin Cities, and he is an assistant professor of management at the Zayed University. His research has been published in leading journals including the Journal of Applied Psychology and the Industrial Relations.

Adrian Peretz is an associate professor at Oslo Business School - Oslo Metropolitan University. He has a Ph.D. in Marketing and his expertise lies in marketing/strategic planning and consumer behavior. Before joining academia, Peretz worked as VP Marketing for several years, and has co-authored text books on brand management and marketing communication.

Maria Gabriela Silva from ISCTE- Instituto Universitário de Lisboa. My primary research interest encompasses global mobility and expatriation, women in management, and team performance management. A second strand of my research is concerned with (big) data analytics and text analytics. I have published in the area of Organisation Studies.

Nikita Singh is currently a Senior Lecturer at the Rhodes Business School at Rhodes University (Eastern Cape province, South Africa). Her areas of specialisation include sustainability, strategic management, systems thinking, leadership and followership studies. Nikita has also gained several years of experience in the corporate sector whilst working at a leading multi-national bank.

Fouad Peter Sleiman is a student researcher at the Grenoble Ecole de Management, France. He received his MBA from the Lebanese American University in 2011, and Certified Management Accountant designation in 2015. He has worked in retail, banking, education and consulting. His primary research areas are governance, family business and transparency in developing markets.

Crystal Smith has a background in the pharmaceutical industry and is pursuing her DBA from Temple University focusing on the labor crisis under the guidance of Dr. Bertrand Guillotin. Dr. Guillotin joined the Fox School of Business at Temple University in 2015 after a successful tenure with various educational and corporate institutions.

Ádám Szaller has been working as a research associate in the Institute for Computer Science and Control in Budapest since September 2017. His research area is platform-based resource sharing considering trustfulness. He is also actively participating in industrial projects related to simulation of manufacturing and logistics systems and networks.

Emőke Takács: researcher at ERI Hungary – European Research Institute. Has been teaching with Toon Abcouwer (University of Amsterdam) and worked on further developing the Adaptive Cycle of Resilience with him.

Experience with social economical challenges led to initiation of new insights for dealing with future uncertainties and the underlying logic. The Me-We-All approach is the result of this cooperation.

Dinh Uy Tran is an industrial PhD student at the University of Oslo and Special Adviser at Sykehuspartner Trust. He has over 10-year experience from the healthcare industry and in Information Security. He holds numerous industry certifications, including CISSP, CISSP-ISSMP, CISM, CRISC and ISO27001 LI. His research interest is in Information Security Governance and Management.

Henny van Gaalen is a lecturer/researcher in logistics since 2015. Before that, she worked within the long-term healthcare sector for more than 20 years, as a case manager, nurse, team leader and location manager. As a PhD candidate she is affiliated with the research group *Logistics and Alliances*.

Mary Viterouli has had a teaching experience of over twenty years and is now also working as a Business Consultant. Her scientific interests revolve around Strategic Management, Human Resources Management, Adult Education, Sociology and English Literature. She holds two Bachelor's Degrees, two Master's Degrees and is now a PhD Candidate at the University of Thessaly, Greece.

Leonhard Voß is a research associate at the Entrepreneurship Hub of TU Braunschweig and Ostfalia University of Applied Sciences. In his research, he develops management tools for digital transformation in SMEs. He holds a master's degree in Technology-oriented Management. Professionally, he is committed to promoting international entrepreneurship in Germany.

Ludmiła Walaszczyk: Assistant professor at Lukaszewicz – Institute for Sustainable Technologies in Hybrid Learning and Behavioural Economics Lab. She received her PhD in Management (Warsaw University of Technology) in 2015. Involved in research projects in hybrid education (including gamification) behaviours of managers, and business models in companies. She is also a lecturer at Radom Academy of Economics.

Yu-Chen Wei is a Professor of the Department of Educational Management at National Taipei University of Education in Taiwan. She has published previously in Journal of Business Ethics, International Journal of Human Resource Management, Journal of Business Research, and Chinese Management Studies. Her research interests focus on human capital accumulation, and individual behaviour in organizations.

Erkan Yalcin Msc works as a lecturer Economics, Management and Marketing for the study program Business Administration at HAN University of Applied Sciences in the Netherlands. He is also supervising students in their bachelor thesis. Furthermore, he works for the research center Smart Business with a focus on regional innovation ecosystems.

Michel Zaitouni is an Associate Professor of Business Administration at Gulf University for Science and Technology in Kuwait since September 2008. He holds a Ph.D in Business Management from the University of Poitiers, France. The central focus of Michel's research is in the areas of Human Resource Management, Leadership and Employee Training and Development.

Andreas Zehetner is Vice President and Professor of Marketing at the Upper Austria University of Applied Sciences (FH OÖ). He teaches marketing, intercultural marketing and global business. His research interests are in emotional intelligence in sales and sales management as well as in generational studies, especially in Gen Z.

Sanja Zivkovic is a leadership consultant, educator, researcher and PhD student. She is the founder and director of Heartist Center, an associate expert at the University of Zagreb and a member of the International Leadership Association. Her main research interests are inspiration, impact and intelligence in leadership.