

**Knowledge
Economy
Society**

**CMQ
2026**

Organizational Culture in the Face of Contemporary Management Challenges and Concepts

**Conference proceedings of the CMQ2026 conference student's
poster session of the 18th International Scientific Conference
of the College of Management and Quality Sciences of Krakow
University of Economics**

Edited by
Agata Niemczyk
Zofia Gródek-Szostak
Robert Szydło



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INTRODUCTION

We are pleased to present to our Readers this publication, a collection of student posters prepared as part of the student session of the 18th International Scientific Conference of the College of Management Sciences and Quality at the Cracow University of Economics (CMQ 2026), held under the theme **“Knowledge – Economy – Society.”** This year’s edition focused on the timely and multifaceted topic of **“Organizational Culture in the Face of Contemporary Management Challenges and Concepts,”** serving as a starting point for reflection on the development of organizations amid dynamic technological, social, and economic transformations.

The poster session, the outcome of which is this publication, played a particularly important role within the conference framework. It served not only as a platform for presenting research findings and analyses conducted by students, but also as a forum for exchanging ideas, confronting diverse perspectives, and developing the research competencies of young scholars. As a concise form of knowledge presentation, a poster requires the ability to select key content, clearly formulate research problems, and communicate conclusions in an accessible and inspiring manner. Consequently, this publication reflects both the substantive quality of the topics addressed and the development of the Authors’ academic skills.

The works collected in this volume demonstrate a broad spectrum of students’ research interests, including issues related to the digital transformation of organizations, the implementation of modern management concepts, the role of leadership in shaping organizational culture, and the challenges arising from globalization, sustainable development, and increasing environmental uncertainty. A noticeable trend is also the exploration of interdisciplinary topics that combine economic, social, and technological perspectives.

Organizational culture, the central theme of this year’s discussions, emerges as a key organizational resource that determines an organization’s capacity for adaptation, innovation, and the creation of sustainable competitive advantage. Contemporary organizations operate in conditions of intensive change driven, among other factors, by technological progress (including the development of artificial intelligence and automation), evolving work models (remote work, hybrid arrangements, and flexible forms of employment), and growing stakeholder expectations regarding the social and ethical responsibility of businesses. In this context, organizational culture is no longer merely a “soft” management element; it has become a strategic instrument for shaping behaviors, values, and attitudes within organizations.

The Authors of the posters seek to capture these complex phenomena by proposing both theoretical approaches and empirical analyses, case studies, and practical applications. Their work demonstrates a growing awareness of the importance of organizational culture as a factor that integrates managerial processes and influences organizational effectiveness across various sectors of the economy. Importantly, many contributions also reflect on the need to build cultures based on trust, collaboration, and openness to change, aligning with broader streams of research on the organizations of the future.

This publication also carries an educational and developmental dimension. It stands as evidence of students’ active participation in academic life and their engagement in the process of knowledge creation. For many Authors, the preparation of a poster and participation in the conference constitute one of the first steps on a scientific career path, fostering analytical skills, critical thinking, and the ability to present research results effectively. At the same time, it provides an opportunity to build relationships within the academic community and draw inspiration from the experiences of other conference participants.

It is also worth emphasizing that the thematic and methodological diversity of the presented works reflects the idea of interdisciplinarity, which is one of the foundations of the College of Management Sciences and Quality. Combining different research perspectives allows for a more comprehensive understanding of the complex processes taking place in contemporary organizations and supports the development of innovative solutions to the challenges of the modern world.

We hope that this collection of posters will serve not only as a review of interesting concepts and research findings developed by young Authors, but also as an inspiration for further scientific inquiry and reflection on the role of organizational culture in shaping relationships between knowledge, the economy, and society. We believe that the studies presented here will contribute to a deeper discussion on the future of management and the significance of organizational cultural capital in a rapidly changing world.

We wish you an inspiring and rewarding reading experience.

prof. UEK dr hab. **Agata Niemczyk**
dr **Zofia Gródek-Szostak**
dr **Robert Szydło**

Krakow, June 2026



IS A HIGHER FINANCIAL INVESTMENT EQUIVALENT TO BETTER COMPANY GROWTH?

A CASE STUDY BASED ON THE COMPARISON OF MYSPACE AND FACEBOOK

Authors

Adamska Natalia
Mech Magdalena



OBJECTIVE

The objective of this poster is to analyze whether higher financial investment leads to better company growth, using the cases of MySpace and Facebook.

The study aims to demonstrate that the way financial resources are used is more important than the amount of capital itself in determining long-term success.



RESEARCH PROBLEM

MySpace had significantly greater financial resources and strong corporate backing, yet it failed to sustain its market leadership. In contrast, Facebook, which started with limited funding, achieved long-term growth and global dominance.

This raises the key question:
Does greater financial investment actually guarantee better company growth, or can it lead to suboptimal strategic decisions?



RESEARCH METHODOLOGY

Comparative case study (MySpace vs. Facebook)

Analysis of secondary data (company reports, academic articles, industry sources such as Statista and TechCrunch)

Qualitative analysis of:

- strategic decisions
- product development approaches
- user experience
- growth outcomes

Time frame: early development and growth phase (2003–2012)

SUBSTANTIVE CONTENT

MYSPACE

Strong financial backing

Acquired by News Corporation in 2005 for approximately \$580 million

Focus on monetization

Prioritized advertising revenue and rapid profit generation

Ad overload

Excessive advertisements negatively impacted user experience

Chaotic user interface

Over-customization led to cluttered and inconsistent profiles

Lack of strategic focus

Frequent changes and unclear long-term vision

FACEBOOK

Limited initial resources

Started as a small-scale project with minimal funding

Focus on product quality

Emphasis on clean design and functionality

User-centered approach

Platform developed based on real user needs and continuous improvement

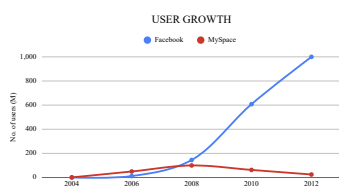
Gradual and sustainable growth

Features introduced step by step based on user feedback

Clear vision and execution

Strong leadership and long-term strategic focus

FINANCIAL PERFORMANCE AND GROWTH



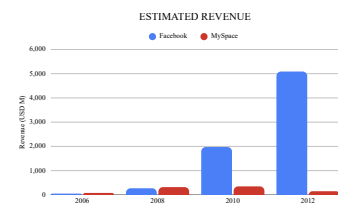
Source: Authors' own elaboration based on Statista and historical platform statistics.

Facebook surpassed MySpace in users around 2008 and continued rapid expansion, reaching over 1 billion users within a few years.

MySpace reached approximately 100 million users at its peak (around 2008), but its growth stagnated and later declined.

	MySpace	Facebook
Acquisition / Funding	\$ 580 M (acquired by News Corp.)	< \$ 500 K (initial investment)
Revenue	~ \$ 35 M	~ \$ 5 B
Peak Users	~ 100 M (2008)	> 1 B (2012)
Market Position	Declining	Market Leader

Source: Authors' own elaboration based on case study analysis and academic literature.



Source: Authors' own elaboration based on Meta Investor Relations reports and TechCrunch publications.

Facebook's market value and revenue grew exponentially, while MySpace lost relevance and market position.

While MySpace focused heavily on advertising revenue early on, Facebook implemented a more scalable and diversified monetization model over time.

CONCLUSIONS

Greater financial investment does not guarantee better company growth.

MySpace had more money but failed to convert it into long-term value.

Strategic focus, product quality and user experience are critical.

Facebook's success was driven by understanding user needs and continuous improvement.

How capital is used matters more than how much you have.

Excess funding can create pressure for short-term profits, leading to poor strategic decisions.

Sustainable growth results from strategy, execution, and value creation — not simply from larger financial resources.

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CULTURAL DIFFERENCES IN MARKETING COMMUNICATION IN TOURISM

METHODOLOGY

The study uses a qualitative approach based on a comprehensive literature review and comparative analysis of business case studies. Sources include academic articles from databases like Google Scholar, Taylor & Francis, and business reports. The framework for analysis incorporates established cultural theories, such as Hofstede's Cultural Dimensions and Hall's High and Low Context Culture concepts, to compare marketing communication across diverse regions (e.g., contrasting communications targeting Western and Asian markets). This methodology synthesizes qualitative insights to identify cultural best practices and barriers in tourism communication.

RESEARCH PROBLEM

In the global tourism industry, standardized marketing often fails due to a lack of cultural nuance. This study explores how cultural differences shape the perception of marketing messages. It argues that adapting communication to diverse cultural contexts is essential for avoiding misunderstandings, improving service quality, and ensuring long-term customer satisfaction.

• COMMUNICATION STYLES

HIGH-CONTEXT CULTURES (E.G., ASIA) PREFER IMPLICIT, VISUAL, AND RELATIONSHIP-ORIENTED MESSAGES. LOW-CONTEXT CULTURES (E.G., NORTH AMERICA, EUROPE) RESPOND BETTER TO DIRECT, FACTUAL, AND LOGICAL INFORMATION.

• VISUAL SYMBOLISM

THE USE OF COLORS AND SYMBOLS IS CULTURALLY SENSITIVE. WHAT SIGNIFIES "LUXURY" OR "SAFETY" IN ONE REGION MAY HAVE A DIFFERENT OR EVEN NEGATIVE MEANING IN ANOTHER, DIRECTLY AFFECTING BRAND TRUST.

• QUALITY PERCEPTION

CUSTOMER SATISFACTION IN TOURISM IS DEEPLY ROOTED IN CULTURAL EXPECTATIONS. ADAPTATION OF TONE (FORMAL VS. INFORMAL) AND SERVICE PROMISES TO MATCH LOCAL VALUES LEADS TO HIGHER LOYALTY AND BETTER REVIEWS.

• THE RISK OF STANDARDIZATION

USING A "ONE-SIZE-FITS-ALL" MARKETING STRATEGY OFTEN LEADS TO "CULTURAL NOISE" – WHERE THE MESSAGE IS EITHER IGNORED OR MISUNDERSTOOD, RESULTING IN LOWER CONVERSION RATES AND POOR SERVICE QUALITY PERCEPTION.

• Symbolism and Aesthetics:

Colors, symbols, and imagery that are appealing in one culture can be neutral or even offensive in another. For example, some colors associated with celebration in certain regions may symbolize mourning in others.

• Perception of Messages:

Research shows that consumers in collectivist and high-context cultures prioritize relationship building and non-verbal cues in advertising, while individualist and low-context cultures prefer direct, explicit information.

• Service Quality Perception:

Expectations of service quality are rooted in cultural values. Marketing communication must accurately reflect the level of personalization, directness, or formality expected by different cultural groups.

• The Cost of Non-Adaptation: Cases of culturally insensitive marketing demonstrate that a lack of adaptation leads to negative public relations, brand damage, and a decline in customer bookings.

SUCCESS IN THE GLOBAL TOURISM MARKET DEPENDS ON THE ABILITY TO BRIDGE CULTURAL GAPS THROUGH STRATEGIC COMMUNICATION. THIS STUDY CONFIRMS THAT CULTURAL AWARENESS IS A VITAL ASSET IN QUALITY MANAGEMENT. BY REPLACING STANDARDIZED MESSAGING WITH CULTURAL ADAPTATION, TOURISM COMPANIES

ACHIEVE:

- Enhanced Satisfaction: Personalized communication that aligns with local cultural values.
- Risk Mitigation: Minimized reputation damage and fewer misunderstandings in diverse markets.
- Competitive Advantage: Long-term resilience and brand loyalty in a volatile VUCA world.

RESOURCES:

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2. Hall, E. T. (1976). Beyond Culture. Anchor Press.
3. Usunier, J.-C., & Lee, J. A. (2013). Marketing Across Cultures. Pearson.
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Nowe paradygmaty konsumpcji. Świadomość ekologiczna i kulturowa jako determinanty wyboru na rynku usług turystycznych



Karkonoska Akademia Nauk
Stosowanych w Jeleniej Górze

Anna Biszko

1 Cel

Celem pracy jest analiza wpływu świadomości ekologicznej i kulturowej konsumentów na wybory podejmowane na rynku usług turystycznych. Badanie koncentruje się na identyfikacji czynników determinujących decyzje zakupowe związane z turystyką zrównoważoną oraz na ocenie barier ograniczających rzeczywiste zachowania proekologiczne podróży.

2 Hipoteza

Wzrost świadomości ekologicznej i kulturowej konsumentów pozytywnie wpływa na deklarowane intencje wyboru usług turystyki zrównoważonej, jednak istnieje istotna luka pomiędzy deklaracjami a rzeczywistymi zachowaniami zakupowymi. Dodatkowo postawa wobec ekologii, normy społeczne oraz postrzegana kontrola zachowania wpływają na intencję zakupu usług turystycznych zgodnie z modelem TPB.

3 Metodologia

Praca opiera się na analizie danych wtórnych dotyczących zachowań konsumentów w turystyce zrównoważonej. Wykorzystano model Theory of Planned Behavior (Ajzen, 1991) do identyfikacji determinant intencji zakupowych. Analizie poddano wyniki badań dotyczących luki intencja-zachowanie oraz raporty branżowe odnoszące się do barier wyboru zrównoważonych usług turystycznych, m.in. Sustainable Travel Report Booking.com (2023).

5 Wnioski

Świadomość ekologiczna i kulturowa konsumentów coraz silniej wpływa na deklarowane wybory turystyczne. Wyniki wskazują jednak na wyraźną lukę między intencjami a rzeczywistymi zachowaniami - około 75% respondentów deklaruje chęć wyboru zrównoważonych usług, natomiast jedynie około 25% przekłada te deklaracje na realne działania. Największy wpływ na intencje zakupowe mają postawy wobec zachowania ekologicznego oraz postrzegana kontrola behawioralna. Głównymi barierami rozwoju turystyki zrównoważonej pozostają ograniczona dostępność ofert, wysokie koszty oraz brak wiedzy i zaufania konsumentów wobec rzeczywistocie ekologicznych usług.

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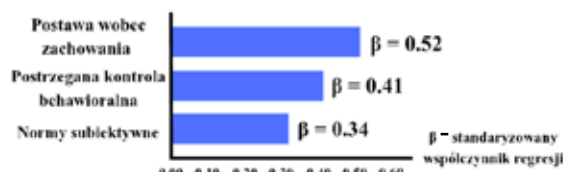
4 Wyniki

Wyniki badań nad zachowaniami konsumentów w kontekście wyboru turystyki zrównoważonej



Źródło: Badania nad luką intencja-zachowanie (intention-behavior gap) w zrównoważonej turystyce; Juvan i Dolnicar (2014), wartości przybliżone

Determinanty intencji zakupu (Model TPB - Theory of Planned Behavior)



Na podstawie modelu Theory of Planned Behavior (TPB) (Ajzen, 1991) oraz meta-analizy Armitage i Conner (2001).
Wszystkie zależności istotne statystycznie ($p < 0.05$).

Postawy konsumentów wobec opcji zrównoważonego podróżowania; jakie odczuwają bariery?



Na podstawie raportu Booking.com na temat barier w zrównoważonej turystyce; Sustainable Travel Report, Booking.com (2023)



Social media w zarządzaniu

Platformy społecznościowe wspierają relacje z klientami, decyzje marketingowe i zarządzanie reputacją marki.

Relacje

dIALOG z klientami i budowanie lojalności

Dane

analiza zachowań, zasięgu i zaangażowania

Reputacja

monitoring opinii i szybka reakcja na kryzysy



Definicja

Wykorzystanie platform społecznościowych do budowania relacji z klientami, komunikacji marketingowej, zarządzania wizerunkiem i analizy danych.



Korzyści

- Zwiększenie zasięgu komunikacji.
- Bezpośredni kontakt z klientem.
- Targetowanie reklam i budowanie lojalności.
- Szybka informacja zwrotna.



Narzędzia

Facebook, Instagram, LinkedIn, TikTok oraz Twitter (X) pełnią różne funkcje w zależności od grupy docelowej, charakteru treści i celu kampanii.



Zagrożenia

- Kryzys wizerunkowy i dezinformacja.
- Negatywne komentarze eskalujące publicznie.
- Konieczność stałego monitorowania reakcji odbiorców.



Kluczowe wskaźniki (KPI)

Zasięg

liczba osób, do których dociera przekaz

Zaangażowanie

lajki, komentarze i udostępnienia

Konwersje

działania odbiorców po kontakcie z treścią

Wzrost obserwujących

dynamika rozwoju społeczności marki

Źródła

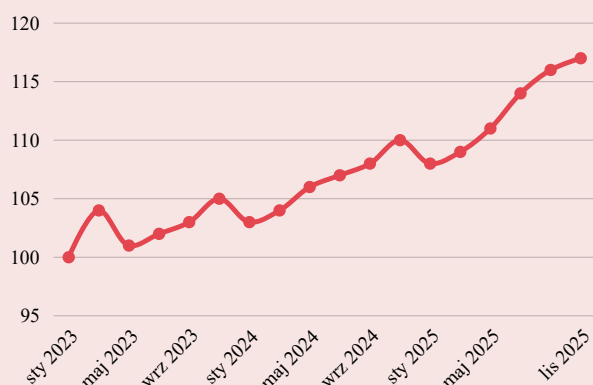
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Logo UEK wykorzystano z oficjalnego pakietu identyfikacji wizualnej Uniwersytetu Ekonomicznego w Krakowie.

Zarządzanie różnorodnością kulturową na rynku pracy: wyzwania i korzyści

Rosnąca mobilność pracowników i procesy globalizacyjne determinują ewolucję współczesnych struktur organizacyjnych w kierunku różnorodności kulturowej.

Analiza oparta została na systematycznym przeglądzie literatury przedmiotu (m.in. badania McKinsey, OECD, IOM) oraz krytycznej analizie wybranych strategii zarządzania zasobami ludzkimi.

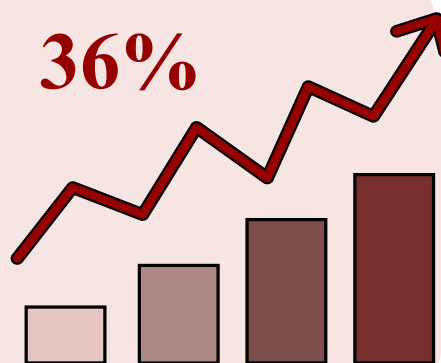


Wykres 1. Dynamika liczby cudzoziemców wykonujących pracę w Polsce na przestrzeni lat 2023-2025. Opracowanie własne na podstawie danych GUS/ZUS (stan na XI 2025)

Cel badań: Identyfikacja kluczowych korzyści oraz wyzwań wynikających z obecności zróżnicowanych kulturowo zespołów na współczesnym rynku pracy w dobie globalizacji.

Główne wyzwania

- ☐ Bariery komunikacyjne
- ☐ Odmienne normy społeczne
- ☐ Różnice wartości i priorytetów



Większe prawdopodobieństwo osiągnięcia ponadprzeciętnych zysków przez zróżnicowane kulturowo organizacje (McKinsey, 2020)

Strategie Zarządzania



Szkolenia
międzykulturowe



Rozwój kompetencji
komunikacyjnych



Budowanie inkluzyjnego
środowiska

Literatura

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Understanding organizational culture typologies: a comparative perspective



Organizational culture constitutes a foundational element shaping how organizations function, how effective they are, and how their internal dynamics unfold. This poster presents comparison of three influential theoretical frameworks: Handy's cultural typology, the Deal and Kennedy model, and Schein's three-level model. Each framework offers a distinct analytical lens through which organizational culture can be interpreted, diagnosed and managed.

How do the major organizational culture typologies differ in their conceptual focus, and what are the implications of these differences for organizational management and transformation?

The goal is to systematically compare Handy, Deal and Kennedy, and Schein typologies, identifying their analytical dimensions, strengths, and practical applicability.

THREE PERSPECTIVES ON ORGANIZATIONAL CULTURE

HANDY

Charles Handy identifies four basic types of organizational culture based on the way power is distributed and how people are organized.

TYPE	CHARACTERISTIC
 Power Culture	- Power is held by a few individuals - Control is centralized - Organizations are often small and entrepreneurial - Fast decision-making
 Role Culture	- Power comes from position in the hierarchy - Bureaucratic structure with formal rules and procedures - Emphasis on stability, predictability and efficiency
 Task Culture	- Power comes from expertise - Teams are created to solve specific problems - Flexible and project-oriented - Common in professional organizations
 Person Culture	- Organizations exist to serve the needs of individuals - High degree of autonomy - Loose structure and informal relationships

DEAL AND KENNEDY

Deal and Kennedy propose that organizational culture can be understood by two key dimensions: the level of risk and the speed of feedback.

High ↑ Low	Bet-your-company Culture - High risk - Slow feedback - Big changes, long-term commitment - Emphasis on planning and analysis	Tough-Guy Macho Culture - High risk - Fast feedback - Quick decisions, competitive - result-oriented
	Person Culture - Low risk - Slow feedback - Bureaucratic - Emphasis on procedures and stability	Work Hard/Play Hard Culture - Low risk - Fast feedback - Short-term projects - Focus on quality of life and fun
	Slow	Fast

SCHEIN

Edgar Schein defines organizational culture as a system of shared assumptions developed while solving problems of adaptation and integration. He argues that culture strongly influences how organizational members think, behave, and perceive reality, making it difficult to change.



Artifacts

Visible organizational structures and processes. Hard elements that can be seen, heard, and felt.
Examples: physical environment, language, technology, procedures, rituals.



Espoused Values

Strategies, goals, philosophies, and justifications that organizations declare and promote.
Examples: mission statements, codes of conduct, goals, strategies.



Basic Underlying Assumptions

Unconscious beliefs and hidden rules that shape behavior and organizational thinking members.
Examples: beliefs about human nature, reality, truth, time, relationships.

Handy's typology emphasizes the internal distribution of power and dominant form of organization that shapes employee behavior and relationships.

This model highlights how organizations balance risk and feedback to create particular cultural environment that influences decision-making and performance.

Schein's model emphasizes the depth of culture and the importance of understanding underlying assumptions for real change.

Comparative Overview

MODEL	FOCUS	KEY INSIGHT	ORGANIZATIONAL IMPLICATIONS
HANDY	Organizational structure	Different cultures arise from how power is held and how people are organized	Helps diagnose the dominant type of culture and understand its impact on behavior and structure
DEAL AND KENNEDY	Risk and feedback	Cultures vary depending on how organizations deal with risk and receive feedback	Useful for understanding how organizations respond to challenges and adapt to change
SHEIN	Depth of culture	Real culture lies in hidden assumptions that shape values and behavior	Essential for deep diagnosis and lasting transformation of organizational culture

Organizational culture remains one of the most important factors affecting management, communication, employee engagement, and organizational effectiveness. Comparative analysis of the presented typologies shows that culture may be understood through structure, behavioral patterns, environmental conditions, or deep psychological assumptions. The combination of these perspectives enables a more comprehensive analysis of organizations and supports effective organizational development and change management.

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SUBSTANTIVE CONTENT

Traditional compensation models were historically rooted in classical motivational and economic theories. Early frameworks such as Taylor's Scientific Management emphasized financial incentives as the primary motivator of employee productivity. Later theories, including Adams' Equity Theory and Vroom's Expectancy Theory, expanded this understanding by emphasizing fairness, perceived value, and performance expectations, yet monetary compensation remained central.

Within these frameworks, salary increases symbolized recognition, status, organizational appreciation, and financial security. Employers traditionally assumed that employees shared relatively homogeneous preferences regarding rewards, leading to standardized compensation systems applied broadly across organizational structures.

Nevertheless, modern labor market dynamics increasingly expose the limitations of such universalistic assumptions. Employees no longer constitute a homogeneous workforce. Instead, generational diversity has created differentiated expectations regarding work, identity, and employer responsibility.

Generation Z, in particular, demonstrates a substantially different understanding of value exchange within the employment relationship. Their expectations extend beyond transactional economic exchange toward relational and holistic employment experiences.

The concept of hyper-customization reflects this shift by emphasizing individualized approaches to human resource management. Within this framework, employees are no longer passive recipients of standardized benefits systems. Instead, they become active participants in designing their own compensation structures according to personal preferences and lifestyle needs. Cafeteria plans operationalize this philosophy by enabling workers to select benefits that generate the highest subjective utility for them individually.



OBJECTIVE OF THE POSTER / RESEARCH PROBLEM

The contemporary labor market is undergoing a profound demographic and organizational transformation. One of the most influential drivers of this change is the growing presence of Generation Z in the global workforce. Individuals born between 1997 and 2012 enter employment structures with expectations, values, and career priorities that differ substantially from those represented by previous generations. Unlike Millennials, Generation X, or Baby Boomers, Generation Z demonstrates a more holistic understanding of work, compensation, and employer responsibility. For decades, traditional remuneration systems were based primarily on direct financial compensation. Organizations assumed that higher salaries and regular percentage-based raises represented the most effective mechanisms for increasing employee motivation, productivity, and organizational loyalty. In classical economic and management theory, employees were perceived as rational actors primarily maximizing financial utility. Consequently, annual salary increases became one of the dominant instruments within corporate compensation policies.

However, recent labor market trends increasingly challenge this traditional paradigm. Emerging evidence suggests that Generation Z employees do not evaluate employment relationships solely through financial remuneration. Instead, they place growing emphasis on flexibility, personalization, mental well-being, work-life integration, autonomy, and opportunities for continuous self-development. As a result, organizations are gradually shifting from standardized compensation models toward highly individualized Total Rewards strategies.

One of the most visible manifestations of this transformation is the growing popularity of cafeteria plans. These systems allow employees to personalize and select benefits according to their individual lifestyles, personal circumstances, and psychological needs. Rather than offering identical benefit packages to all employees, cafeteria systems emphasize flexibility and employee choice.

The primary objective of this research is to critically analyze the paradigm shift in employee compensation preferences by comparing traditional salary increases with flexible cafeteria plans in the context of Generation Z expectations. The study seeks to determine whether personalized non-financial benefits provide greater perceived value and satisfaction than standard monetary raises.

The research is guided by the following key questions:

- To what extent does Generation Z prioritize customizable non-financial benefits over traditional salary increases?
- What psychological and economic factors influence these preferences?
- How can organizations optimize Total Rewards strategies in order to improve employee retention while controlling fixed labor costs?

The central hypothesis assumes that the subjective utility generated by highly personalized benefits—particularly those supporting mental health, flexibility, and personal development—significantly outweighs the utility of standard percentage-based salary increases for many Generation Z professionals.

This research is particularly relevant in the context of the contemporary "war for talent," where organizations increasingly compete not only through financial compensation, but also through the quality of employee experience and organizational culture. Understanding the evolving expectations of Generation Z may therefore become essential for developing sustainable and competitive human resource strategies in the future labor market.

EXAMPLES OF SUCH BENEFITS INCLUDE

- mental health support and psychological counseling,
- flexible working hours,
- remote and hybrid work opportunities,
- educational subsidies and professional certifications,
- fitness memberships,
- wellness programs,
- additional vacation days,
- childcare support,
- financial well-being services,
- language courses and self-development programs.

EXPLANATION

According to contemporary generational studies, Generation Z has been strongly shaped by macroeconomic instability, technological acceleration, the COVID-19 pandemic, social uncertainty, and rising mental health concerns. These experiences contributed to a broader understanding of security that extends beyond financial stability alone. Employees are increasingly expected to support not only economic needs, but also overall employee well-being and life satisfaction.

As a consequence, the traditional model of remuneration based primarily on salary increases appears less effective in maintaining long-term employee engagement. A moderate salary raise may improve temporary financial satisfaction; however, it often fails to address deeper psychological and lifestyle-related expectations. In contrast, personalized cafeteria benefits frequently create stronger emotional attachment because employees perceive them as expressions of organizational care and empathy. From a psychological perspective, this phenomenon may also be explained through Self-Determination Theory, which identifies autonomy as one of the fundamental human motivational needs. Cafeteria systems directly support autonomy by allowing employees to independently choose benefits aligned with their personal priorities.

At the same time, economic theory provides additional explanation for this shift. The principle of diminishing marginal utility suggests that the satisfaction generated by additional income decreases after basic financial needs are fulfilled. Consequently, younger professionals may derive greater long-term value from flexible benefits that improve everyday quality of life than from relatively small salary increases absorbed by inflation and routine expenses. From an organizational perspective, cafeteria plans may also improve cost efficiency. Unlike permanent salary increases, which continuously elevate fixed payroll obligations, flexible benefit systems allow organizations to distribute value more strategically and adaptively. This may contribute to improved employee retention, stronger employer branding, reduced burnout, and increased organizational flexibility without proportionally inflating labor costs.

The growing popularity of cafeteria systems therefore reflects not only changing employee expectations, but also a broader transformation of the psychological contract between employers and employees. Whereas traditional employment relationships were based primarily on financial exchange and long-term stability, modern employees increasingly seek relational and human-centered organizational environments that acknowledge their individuality, well-being, and personal aspirations. In this context, remuneration is no longer interpreted solely as direct payment for labor. Instead, it becomes an integrated component of employee experience and organizational culture. The shift from standardized salary-centered compensation toward personalized Total Rewards systems may therefore represent one of the most significant transformations in contemporary Human Resource Management.

THE TRANSFORMATION OF THE PSYCHOLOGICAL CONTRACT

The relationship between employers and employees has evolved significantly over recent decades.

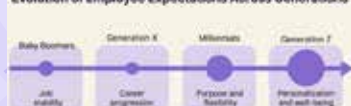
Traditional psychological contracts were primarily transactional:

- employees offered loyalty and productivity,
- employers provided stable employment and financial compensation.

Generation Z increasingly replaces this framework with a relational psychological contract emphasizing:

- emotional well-being,
- flexibility,
- authenticity,
- inclusion,
- organizational values,
- personal development,
- work-life integration.

Evolution of Employee Expectations Across Generations



Source: own study

The graph highlights a gradual shift from financial and stability-oriented employment expectations toward individualized and psychologically centered employment relationships.

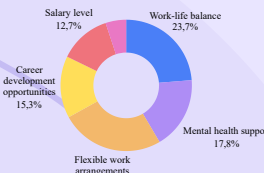
Generation Z perceives employers not merely as providers of salary, but as institutional partners supporting overall quality of life.



Source: <https://bazaogloszen.nauka.gov.pl/>

MAIN FACTORS INFLUENCING GENERATION Z COMPENSATION EXPECTATIONS

Recent studies indicate that Generation Z evaluates employment through multiple dimensions simultaneously. Salary is considered only one component of overall employment value.



Source: own study

The graph illustrates that non-financial factors collectively outweigh purely monetary compensation. Work-life integration and psychological well-being emerge as the dominant priorities among Gen Z employees. This finding strongly supports the hypothesis that younger workers increasingly seek holistic employment experiences rather than exclusively financial rewards.

MAIN FACTORS INFLUENCING GENERATION Z COMPENSATION EXPECTATIONS

The economic efficiency of cafeteria systems should be understood as a shift from rigid, cost-increasing compensation structures toward more adaptive and utility-optimized reward mechanisms. Unlike base salary increases, which permanently raise fixed labor costs and become embedded in the organizational cost base, cafeteria benefits function as variable expenditures that can be redistributed depending on employee demand, budget constraints, and strategic HR priorities. This structural difference is crucial for long-term financial planning, especially in volatile economic environments. From an analytical perspective, salary increases exhibit a low degree of allocative efficiency because they apply uniformly across employees regardless of individual preferences. This creates a situation in which the marginal cost of compensation growth is identical for all workers, while the marginal utility varies significantly. Cafeteria systems, in contrast, increase allocative efficiency by allowing employees to self-select benefits, aligning organizational spending with heterogeneous preferences. This reduces the mismatch between compensation costs and perceived employee value.

A key theoretical mechanism explaining this difference is the diminishing marginal utility of income. As income rises, each additional unit of salary generates progressively smaller increases in subjective satisfaction. For Generation Z employees, who often operate within relatively similar entry- or mid-level income brackets, incremental salary increases may therefore produce limited motivational returns. Cafeteria benefits, however, shift the utility function away from purely monetary gains toward multidimensional well-being, where non-financial factors such as flexibility, mental health, and time autonomy have disproportionately high marginal utility.

Furthermore, cafeteria systems can be interpreted through the lens of behavioral efficiency. Employees do not evaluate compensation solely in monetary terms but rather through perceived usefulness in daily life. Benefits that directly reduce stress, improve work-life balance, or enhance personal development often generate higher behavioral impact than equivalent financial compensation. This leads to improved retention and engagement without proportional increases in fixed costs.

At the organizational level, cafeteria plans also function as a risk management tool. Fixed salary increases create long-term financial rigidity, reducing the company's ability to adjust to market downturns or changes in labor demand. Flexible benefits, by contrast, allow firms to preserve competitiveness while maintaining cost control. This adaptability increases overall economic resilience. In summary, the economic efficiency of cafeteria systems stems from their ability to optimize the relationship between cost, employee preference heterogeneity, and perceived utility. Compared to uniform salary increases, they provide a more flexible, behaviorally aligned, and financially sustainable approach to Total Rewards management.

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The presented tables, graphs, and comparative analyses collectively demonstrate that Generation Z expectations are transforming the foundations of remuneration philosophy. While salary remains an important baseline factor, personalized cafeteria systems increasingly generate higher perceived value because they directly address emotional, psychological, and lifestyle-related needs. The transition from standardized compensation toward hyper-customized Total Rewards systems therefore represents not merely a temporary HR trend, but a structural transformation of the modern employment relationship. In the context of increasing competition for talent, organizations that successfully adapt remuneration systems to the expectations of Generation Z may gain substantial advantages in employee attraction, engagement, and retention.

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Substantive Content

- Transparency & Quality: Local suppliers + proprietary RMS system = full quality control
- Community & Brand Language: "Loods," "Loodomaniacs," and the signature "oo" build loyalty
- No Franchising: 100% proprietary network ensures authenticity and consistency
- CSR & Inclusion: Priority for pregnant women, pet-friendly approach, "third place" atmosphere
- Competitive Advantage: Authenticity + empathy + strong relational capital

Objective

The main objective is to analyze Good Lood's organizational culture as a case study of modern management. The research problem concerns the mechanism through which uncompromising transparency, artisanal quality, and care for stakeholders build a highly effective competitive advantage – while simultaneously rejecting rapid scaling, which the brand officially confirms by rejecting franchising. The study examines the process of internalizing corporate values and translating them into CSR initiatives.

Theoretical Foundations of Organizational Culture

Organizational culture is a system of assumptions, values, and norms shared by members of an organization. It acts as a coordinating mechanism, determining the framework of acceptable behavior and problem-solving methods. B. Nogalski refers to it as the "spirit of the organization," emphasizing its impact on innovation and flexibility. In the case of Good Lood, this spirit is founded on transparency (technologically supported by the proprietary RMS recipe management system), artisanal quality (e.g., constant cooperation with the local Regional Dairy Cooperative in Skala), and care for people. A strong culture reduces supervision costs within the company through a self-regulation mechanism based on trust. Improving efficiency, as highlighted by Rummel and Brache, becomes a natural consequence of high organizational commitment here. Transparency breaks the widespread asymmetry of information. The brand rejects the trade secret model, providing full knowledge about raw materials, which builds long-term trust capital. Artisanal quality, on the other hand, generates strong emotions and a sense of uniqueness. The "spirit of the organization" is encapsulated in the final product, making culture the most important communication interface with the consumer.

Relational Architecture: "Loods" & "Loodomaniacs" Identity

Relationship management is a key test for corporate culture. Good Lood introduces integrating nomenclature: the team is "Loods", and the customers are "Loodomaniacs", of which over 450,000 are already gathered in the dedicated mobile app alone. This treatment has deep identity implications (neo-tribalism). The term "Loods" blurs rigid hierarchical barriers, creating an environment with a high sense of psychological safety. Employees are empowered – they feel they are co-creators of an artisanal masterpiece. Their high motivation translates into service quality because engagement drastically increases in a cohesive and supportive group. Creating the "Loodomaniacs" identity moves away from transactional customer treatment. The consumer becomes a participant in the "spirit of the organization", blurring the boundary separating the inside of the company from the market (boundary spanning). "Loodomaniacs" are treated with full care, realizing the idea of business as an ecosystem based on empathy. An extremely expressive element of this identity architecture is the brand's specific communication language, where the letter "u" (or "o") is systematically replaced by a double "oo". Examples such as "loody" (ice cream), "loodspot" (cups), or social media messages like "obserwooj" (follow) or "jubileosowozych" (jubilee), constitute a powerful marketing tool. From the point of view of the sociology of language, creating one's own unique dialect (sociolot) strongly integrates the community, builds a sense of loyalty, and immediately distinguishes the brand in the informational noise, making its culture highly authentic and recognizable.

Rejection of the Franchise Model to Protect Authenticity

Rejecting cost-effective scaling through franchising is one of Good Lood's most important strategic foundations. Development through a centralized network of over 35 own premises serves to categorically protect operational independence and artisanal identity, which the company clearly emphasizes on its website. According to the principal-agent problem theory, franchising generates a conflict of interest: the franchisor strives for standards, and the franchisee (agent) for cost optimization (e.g., lower quality of raw materials, staff reductions). For a brand based on transparency and quality, such a compromise would lead to the erosion of "Loodomaniacs" trust. Independence maintains centralized control over the entire value chain. Every stage – from ingredient selection to consumer contact – must resonate with the "spirit of the organization". The company's management officially states that this is driven by the desire to keep processes, quality, and creation in the hands of their own team ("Loods"). The conscious resignation from quick profit in favor of consistency proves the highest managerial maturity and creates a powerful barrier to entry for the competition.

Corporate Social Responsibility at the Core of Operations

Corporate Social Responsibility has evolved in Good Lood from simple PR to the strategic core of the company, which is reflected in the brand's official slogan: "Caring for what's around us". This care is a constitutive element of organizational identity. Authentic CSR requires consistent resource commitment. In the ecological dimension, the brand ensures supply transparency, avoidance of artificial additives, and ethical production chains. In the social dimension, it unhesitatingly uses its brand reach and spaces to support charitable and relief campaigns, evidenced by actions like free coffee for uniformed services and paramedics, special discounts for public transport employees on their holiday, or creating a dedicated flavor to financially support the Polish company Dary Natury after a fire in their production hall. Management through responsibility generates so-called "organizational pride" among employees, which is a key motivator for Generations Y and Z. This leads to workplace attachment and reduced turnover. Productivity improvement is stimulated by a sense of purpose in work, and the ethical culture of the company validates its external actions, building an irreproducible image capital.

Social Inclusion: Fully Friendly and Safe Spaces

An important dimension of the organizational culture is the real implementation of the welcoming environment assumptions – with particular emphasis on pregnant women and nursing mothers. In urban spaces, usually designed for physiologically unburdened users, mothers encounter barriers and pressure regarding public breastfeeding, leading to alienation and stress. Through empathetic service design, Good Lood offers a safe haven that helps release tension and brings regenerating relaxation, a flagship example of which is the media-famous, official policy of serving pregnant women in all chain locations without queuing. A safe place is defined as a space to which one gladly returns. Such inclusiveness creates a so-called "third place" – an anchor point of social life free from home and work rigors. The atmosphere of this place is perfectly reflected in the thoughtful shaping of the space in individual locations – an excellent example is the Bonarka shopping center in Kraków, where a piano was made available, and live music is played for guests from Friday to Sunday. Furthermore, the concept of a friendly space extends beyond humans to include pets. The brand is widely known as an extremely dog-friendly environment, caring for four-legged friends by preparing special ice cream for them (so-called "LoodoLapki" / Doggy Scoops). This is another innovative proof of building a broadly understood, empathetic community. The staff ("Loods") must demonstrate immense emotional intelligence, confirming that the "spirit of the organization" strongly permeates the very foundation of operational processes. Consistent protection of the most vulnerable groups and attention to details enhancing comfort and relaxation (from live music to ice cream for dogs) generate deep intergenerational loyalty.

Innovative Health Education and Prevention in Commercial Space

An innovative aspect of the company's responsibility is its involvement in the area of medical prevention. Good Lood deconstructs traditional thinking about gastronomy by making its premises available as informal centers for distributing health knowledge. A key example is the implementation of the nationwide oncological campaign "Remember" (testicular cancer prophylaxis) in cooperation with IFMSA-Poland. Moving the discourse from cold, stressful offices to friendly ice cream parlors significantly lowered psychological barriers among young men. The brand courageously took up a stigmatized topic, prioritizing public health over the potential disruption of the hedonistic nature of the service. Such a strategy, combined with uncompromising transparency in sharing full ingredients, nutritional values, and allergens through their own systems (like the proprietary RMS system), builds the health literacy of society. A high level of this awareness increases the chances of successful health promotion on a macro scale. Utilizing digital media and local communities corresponds with scientific conclusions about the power of non-traditional media in preventive education. The relational capital of the company thus leverages the burdened public healthcare system.

Final Conclusions

Good Lood's culture is an integrated ecosystem where operating profit is a natural derivative of achieving social and ethical goals. The research problem has found a comprehensive answer: rigorous adherence to authenticity generates the highest organizational efficiency. Protecting flexibility, or the "spirit of the organization," was possible solely through the strategic rejection of franchising. Thoughtful relationship management on both sides of the counter shapes an innovative community model. A strong CSR foundation is manifested in supporting pro-social and health initiatives. This indicates the enormous potential of companies in building social medical awareness (health literacy). The enterprise proves that it perfectly anticipates megatrends, daily realizing education that corresponds to the systemic assumptions of the new Health Education subject. The brand's empathy, expressed in spatial inclusion, makes it a leading case study, proving that authentic, comprehensive care is the safest model for long-term growth and market value creation.

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MULTICULTURALISM IN TOURISM

THE POWER OF DIVERSITY IN GUEST SERVICE

Tourism connects people from different cultures, languages, and traditions. In today's global hospitality industry, multiculturalism is not only a social value but also a strategic advantage. Hotels, restaurants, airlines, and travel agencies increasingly serve international guests whose expectations and communication styles may differ. Diverse teams help organizations better understand customer needs and create more personalized experiences.



WHY MULTICULTURALISM MATTERS IN TOURISM

- 01 Improves communication with international
- 02 Increases guest satisfaction and loyalty guests
- 03 Encourages creativity and innovation in problem-solving
- 04 Helps businesses understand cultural expectations and traditions
- 05 Builds a positive and inclusive workplace environment



BENEFITS FOR GUEST SERVICE

- Better Communication**
Employees who speak different languages or understand cultural norms can communicate more effectively with tourists from around the world.
- Personalized Experiences**
Understanding cultural preferences allows staff to adapt services, food options, greetings, and customer interactions to guest expectations.
- Stronger Teamwork**
Multicultural teams combine different perspectives and experiences, leading to better cooperation and creative solutions.

CHALLENGES OF MULTICULTURAL TEAMS

Despite many advantages, diversity may also create challenges:

- Language barriers
- Misunderstandings caused by cultural differences
- Different work styles and communication habits
- Stereotypes and prejudice



PRACTICAL STRATEGIES FOR MANAGING

Intercultural Training

Organizations should educate employees about cultural awareness, communication styles, and respect for diversity.

Inclusive Leadership

Managers should create an environment where every employee feels valued and respected.

Language Support

Providing language courses or translation tools improves teamwork and customer service.

Celebrating Diversity

Cultural events and international team activities strengthen relationships between employees.



CASE EXAMPLE

Many international hotel chains successfully use multicultural teams to improve guest experiences. Staff members with different cultural backgrounds help guests feel understood and welcomed, increasing customer satisfaction and positive reviews.



CONCLUSION

Multiculturalism in tourism creates better experiences for both guests and employees. Diversity improves communication, innovation, and service quality while helping organizations remain competitive in the global tourism market. Companies that invest in inclusive workplaces and intercultural competence are more prepared for the future of international tourism.



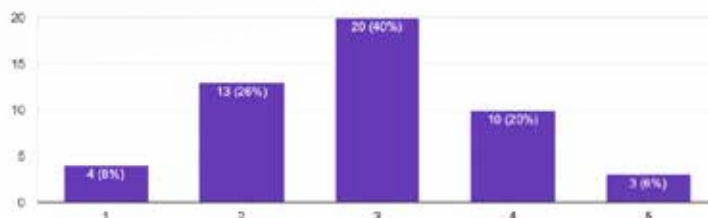
Maintaining Employee Wellness in Remote and Hybrid Work Environment

The primary objective of this poster is to highlight the critical importance of mental and physical health within the context of the permanent shift toward remote and hybrid work models. It serves as a strategic guide for organizations aiming to identify multifaceted risks such as technostress, digital burnout, and social isolation while proposing actionable frameworks and systemic solutions. The ultimate goal is to provide a roadmap for building a sustainable, innovative, and human-centric professional environment.

Introduction

The global COVID-19 pandemic acted as a catalyst for a massive and rapid shift toward remote work which has now evolved from a temporary crisis measure into a fundamental structural transformation. While this shift initially offered a way to maintain business continuity and now provides unprecedented flexibility, it has introduced significant long-term challenges for mental health and organizational cohesion. Future success depends on moving from a task-oriented management style to one that prioritizes the human experience because addressing the cognitive and affective costs of this post-pandemic reality is a prerequisite for innovation.

How would you rate your Work - life Balance on a scale of 1 to 5?
50 odpowiedzi



Negative Outcomes of Remote Work

COGNITIVE

The "always-on culture" preventing mental detachment from work; mental fatigue caused by extensive use of digital devices (e.g. video calls).

AFFECTIVE

Negative emotions, emotional exhaustion, loss of job satisfaction, and organizational commitment. Includes stress, anxiety, depression, and technology dependency.

SOCIAL

Social isolation, lack of face-to-face interaction, and blurred boundaries between work and private life.

PSYCHOSOMATIC

Eye strain, blurred vision, head/neck pain, reduced sleep quality due to prolonged digital device use.

PROFESSIONAL

Feeling the pressure to be constantly available, techno-overload resulting from long working hours and inability to "switch off."

Four strategic approaches for the future

THE RIGHT TO DISCONNECT

Formalizing boundaries to combat the "always-on" culture and professional burnout.

HUMAN-CENTRED LEADERSHIP

Shifting focus from monitoring "screen time" to supporting psychological safety and social inclusion.

DIGITAL ERGONOMICS

Addressing psychosomatic risks through better equipment and mandatory "digital breaks."

SOCIAL CAPITAL BUILDING

Creating intentional spaces for face-to-face or high-quality virtual social interactions to fight isolation.

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ORGANIZATIONAL CULTURE WITHOUT AN OFFICE: HOW GENERATION Z REDEFINES WORKPLACE NORMS IN A REMOTE ENVIRONMENT

SUBSTANTIVE CONTENT:



Organizational culture is a set of standards and values practiced within an organization that shape the habits, attitudes, and behaviors of its members.



Remote environment is a work setting in which employees collaborate, communicate and share informations from different locations using digital tools.



Generation Z is the first fully digital generation (born between 1995-2012), known for valuing individuality, work-life balance, and openness to the world.

OBJECTIVE OF THE POSTER:

Examine how Gen Z reshapes organizational culture in a remote environment by redefining communication, leadership expectations, knowledge sharing, and collaboration norms.

Sample size:

126

Target group:

Generation Z -
born 1995-2012

Method:

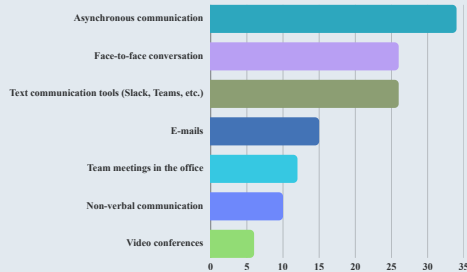
Online survey
(Google Forms)

Date of research:

April - May
2026

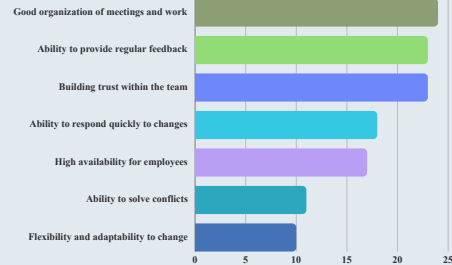
Which aspects of communication influence your job satisfaction the most?

The results indicate that asynchronous communication was the most influential factor affecting job satisfaction among Generation Z respondents. Out of 126 participants, 34 selected asynchronous communication as the most important aspect of workplace communication. Face-to-face communication and text communication tools such as Slack or Teams were also highly valued, receiving 26 responses each. In contrast, video conferences and non-verbal communication were considered less significant, chosen by only 6 and 10 respondents respectively.



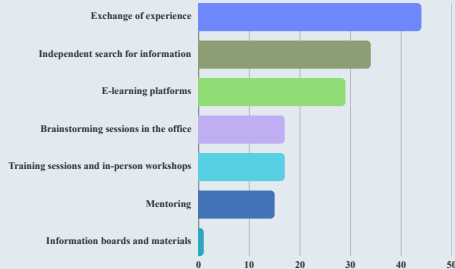
Which leadership qualities influence your job satisfaction the most?

Good organization of meetings and work was the leadership quality that most strongly influenced job satisfaction among Generation Z respondents, receiving 23 responses out of 126 participants. The ability to provide regular feedback, as well as the ability to build trust within the team, were also highly valued, chosen by 22 respondents each, which highlights the importance of communication, transparency, and continuous support in modern workplaces. Additionally, respondents appreciated leaders who are able to respond quickly to changes and remain highly available for employees, indicating that Generation Z values adaptability and accessible leadership in dynamic work environments. In contrast, flexibility and adaptability to change, as well as conflict-solving abilities, received fewer responses compared to other leadership qualities.



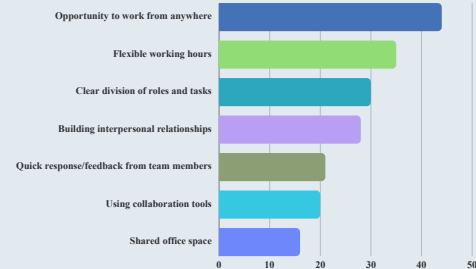
How do you prefer to gain knowledge used in your daily work?

The results indicate that the exchange of experience was the most preferred way of gaining knowledge, receiving the highest number of responses (44 out of 126 participants). Respondents also frequently selected independent search for information (34 responses) and e-learning platforms (29 responses), highlighting the importance of autonomy and digital learning tools in modern work environments. In contrast, traditional methods such as information boards and printed materials were considered the least effective source of knowledge, receiving only 1 response. Mentoring, brainstorming sessions in the office, and training sessions or in-person workshops received moderate results.



Which aspects of cooperation do you prefer?

The opportunity to work from anywhere was the most preferred aspect of cooperation, receiving the highest number of responses (44 out of 126 participants). Flexible working hours were also highly valued, selected by 35 respondents, which further highlights Generation Z's strong preference for adaptable and balanced work models. Respondents also appreciated a clear division of roles and tasks (30 responses) and the ability to build interpersonal relationships within teams (28 responses). In contrast, shared office space, collaboration tools, and quick feedback from team members received lower but still noticeable levels of support.



Key findings:

1
2
3
4

1 Flexible communication drives satisfaction. Generation Z values asynchronous and digital communication methods that provide flexibility, independence, and faster collaboration in remote work environments. The results suggest that young employees prefer communication styles that reduce pressure, support autonomy, and allow them to manage tasks more efficiently. Traditional communication methods appear to be less attractive compared to flexible and technology-supported interactions adapted to remote work realities.

2 Trust and organization define effective leadership. Young employees expect leaders to build trust, provide regular feedback, and create well-organized work structures that support transparency and teamwork. This demonstrates that Generation Z values supportive leadership based on communication, accessibility, and clear expectations rather than strict hierarchy. Effective leadership in remote environments is therefore strongly connected with relationship-building and maintaining employee engagement.

3 Learning through experience is the preferred approach. Generation Z prefers practical and collaborative forms of learning, especially knowledge exchange, independent research, and digital learning platforms. The findings indicate that young employees learn most effectively through interactive experiences and easily accessible online resources. Passive forms of knowledge transfer, such as traditional materials or one-way communication, were considered significantly less valuable.

4 Freedom and flexibility shape modern cooperation. The opportunity to work from anywhere and maintain flexible working hours were the most valued aspects of cooperation, highlighting Generation Z's strong preference for autonomy and work-life balance. The results show that flexible work models are becoming a key element of positive organizational culture in remote environments. At the same time, respondents still appreciated teamwork and interpersonal relationships, demonstrating the need to balance flexibility with social connection.

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Steffin Gauglitz, Cha Leo, Matthew Turk, and Tobias Höllerer. 2012. Integrating the physical environment into mobile remote collaboration. In *Proceedings of the 14th international conference on Human-computer interaction with mobile devices and services (MobileHCI'12)*. Association for Computing Machinery, New York, NY, USA, 241-250.

AI way to the future

Artificial Intelligence: shaping our world, challenging our values, and redefining our future.

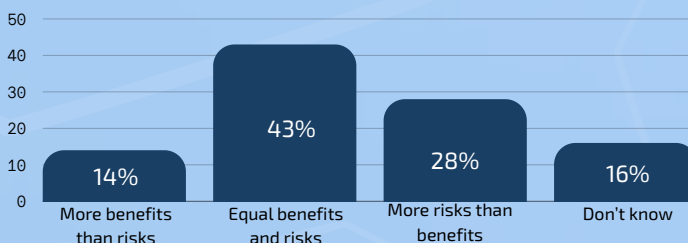
Research Objective

The aim of this study is to identify key areas where Artificial Intelligence (AI) brings significant benefits, while simultaneously posing ethical, economic, and social challenges that require careful management and responsible governance.

Research Question

How is AI perceived in terms of benefits and threats, and what are the key ethical and social challenges shaping its responsible development and future integration into society?

Public perception of AI: Benefits vs Risks



Source: Office for National Statistics (ONS) - Public awareness, opinions and expectations about artificial intelligence, UK: July to October 2023
<https://www.ons.gov.uk/businessindustryandtrade/itandinternetindustry/articles/publicawarenessopinionsandexpectationsaboutartificialintelligence/julytooctober2023>

Public opinion on AI is divided. The largest group (43%) believes that the benefits and risks are balanced, while 28% think the risks outweigh the benefits.

This indicates:

- Cautious optimism - many see potential, but remain uncertain.
- Need for trust and transparency - key to wider acceptance.
- Ethical and social governance is essential for responsible AI development.

AI: Friend, Tool or Threat?

AI as a Friend

- Virtual assistants and chatbots provide companionship and emotional support.
- Personalization improves user experience in daily life.

AI as a Tool

- Increases productivity and efficiency.
- Supports innovation in healthcare, education, transport, and more.

AI as a Threat

- Job displacement and economic inequality.
- Misinformation, deepfakes, and privacy violations.
- Bias and lack of accountability in algorithms.

AI: Friend, Tool or Threat?

AI holds immense potential to improve lives and drive progress, but it also presents real risks that cannot be ignored. Our research shows that society remains divided and cautious. The future impact of AI depends on responsible development, ethical standards, transparent regulations, and inclusive dialogue. Only then can AI become a force for good-empowering people, not replacing them.

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How do you see AI in your life — as a friend, tool, or threat?



Friend



Tool



Threat

Will AI Change the DNA of Organizations?

The aim of this poster is to examine whether artificial intelligence fundamentally transforms the internal logic of organizations their structures, decision-making processes, and culture or merely serves as an operational tool. Drawing on recent empirical and theoretical research, the poster identifies key dimensions of AI-driven organizational change and its implications for management practice.

Introduction

AI is no longer a peripheral technology it is becoming the operating system of modern organizations. From restructuring hierarchies to automating decisions, it is reshaping how firms think, act, and compete. Yet most research focuses on what AI does to productivity this poster asks what it does to the organization itself.

Organizational Structure Flatter Hierarchies



AI-driven innovations are transforming organizational frameworks, reshaping them from hierarchical models toward decentralized decision-making structures

3100+ U.S. public firms flattened their hierarchies following AI adoption, reducing management layers

Ewens, M., & Giroud, X. (2025). Corporate hierarchy. Columbia Business School; NBER.

Firms investing in AI shifted toward flatter structures with proportionally fewer mid- and senior-level employees. Information technology decentralizes, while communication technology centralizes AI amplifies both forces simultaneously

Five imperatives for AI-era organizations

Business models

Redesigning around AI capabilities

Leadership

Emotionally intelligent & augmentation-oriented

Ethics

Aligning transformation with ethical & societal responsibilities

Agility

Fluid, non-hierarchical structures

Learning

Culture of continuous development

Alzeiby, E. A., Islam, N., Shaik, A. S., & Yaqub, M. Z. (2026). Leading organizational transformation in the age of AI: A roadmap to 2035. International Journal of Applied Research in Business and Management. <https://www.wjpr.wjpr.in/index.php/ijarbm/article/view/478> [dostep 10.05.2026]

Sources:

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Decision-Making From Intuition to Data



AI algorithms differ from human decision-making along five key factors: specificity of the search space, interpretability of outcome, size of the alternative set, speed, and replicability

+14%

Productivity improvement from generative AI assistants in customer-support settings — especially benefiting less experienced workers

Brynjolfsson, E., Li, D., & Raymond, L. (2023). Generative AI at work (NBER Working Paper No. 31161). National Bureau of Economic Research. https://www.nber.org/system/files/working_papers/w31161/w31161.pdf [dostep 10.05.2026]

Productivity improvement from generative AI assistants in customer-support settings especially benefiting less experienced workers



Culture & Workforce Augmentation, Not Replacement

AI can accelerate shifts toward agility, innovation, and continuous learning, while also introducing tension with existing cultural assumptions. Lack of cultural alignment, resistance, and opacity can become critical obstacles

**WEF Future of Jobs Report
2025 by 2030:**

Jobs lost 92M

Jobs created 170M

78M

net job gain

World Economic Forum. (2025). The future of jobs report 2025. WEF. https://reports.weforum.org/docs/WEF_Future_of_Jobs_Report_2025.pdf [dostep 10.05.2026]

Conclusion - AI Is Rewriting Organizational DNA

AI is not merely an operational tool — it is gradually transforming the fundamental logic of how organizations are structured, how decisions are made, and what it means to work. The evidence across three dimensions points to a consistent direction: flatter hierarchies, data-driven decision-making, and a shift from automation to augmentation.

FEATURE SPACE

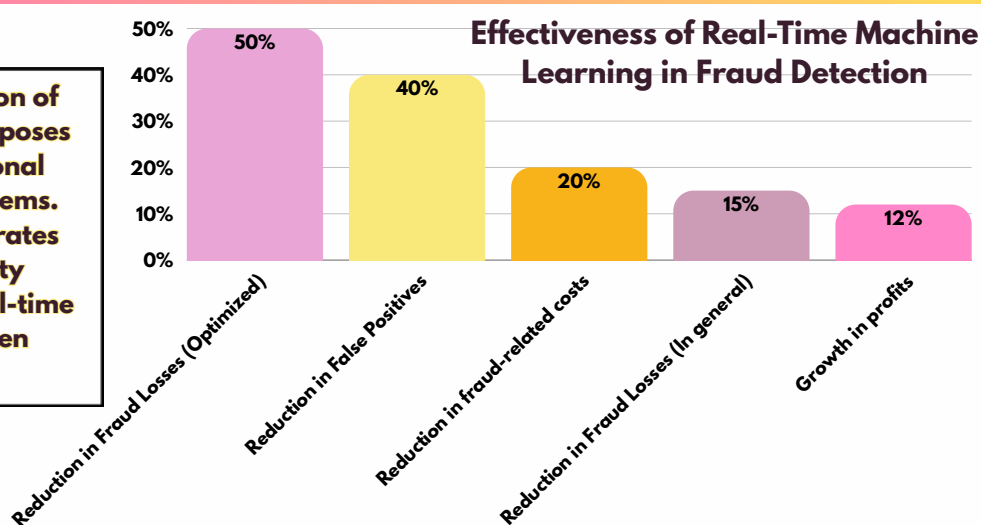
A Visa Solution

REAL-TIME MACHINE LEARNING IN RISK AND FRAUD MANAGEMENT AND ITS IMPACT ON ORGANIZATIONAL CULTURE

Source: <https://www.featurespace.com/>

The aim of this poster is to present how real-time machine learning, using the case of Featurespace, supports risk and fraud management through continuous transaction monitoring and how the adoption of AI-driven analytics influences organizational culture by promoting data-driven decision-making and proactive approaches to risk, control, and compliance.

The growing sophistication of fraud in digital payments poses challenges for conventional rule-based detection systems. Their high false-positive rates and limited adaptability underline the need for real-time machine learning-driven detection methods.



Source: Abdurrauf, A. (2026). Deep Learning for Real-Time Payment Fraud Detection. Abdurrauf Science and Society, 4(1). <https://doi.org/10.62125/asoc.v4i1.521>

1. Visa A2A Protect - detects scams and account takeovers from Day 1 by analyzing behavioral and ecosystem-level signals. the models identified up to 33% of previously missed scams and helped reduce losses by \$200M, while continuously improving as more data flows through the system.
2. TallierLTM™ - A pioneering Large Transaction Model developed to support data scientists in safeguarding consumers

3. 3D Secure - by linking data across authentication and authorization steps, it provides deeper insight into every cardholder.
4. ARIC™ for FRAML - Fraud and Money Laundering Prevention.
5. White Label ARIC Risk Hub -protects clients from suspicious transactions across all payments using Adaptive Behavioral Analytics.

SOLUTIONS INVENTED BY FEATURESPLACE:

6. ARIC™:
 - designed specifically to address fraud in the card and payments industry.
 - It provides advanced analytics and real-time machine learning to monitor application data from multiple perspectives, enabling financial institutions to detect and prevent fraud throughout the application process.
 - Blocks suspicious payments in real time, reducing fraud and false positives while improving customer experience.

ARIC™ cont. :

- This innovation has successfully detected over 90% of check fraud, with only 1 false positive for every 5 cases detected.
- ARIC Risk Hub evaluates and scores every transaction in real time, preventing more fraud while generating fewer alerts.
- Prevents Fraud in Online Gaming.

In conclusion, implementing AI-driven fraud detection systems can strengthen financial protection and reshape modern risk management practices.

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<https://www.featurespace.com/solutions/application-fraud-prevention>

<https://www.featurespace.com/solutions/payment-fraud-prevention>
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“Hybrid work”

This poster analyzes the transition to a hybrid work model, demonstrating how digital tools enable a results-oriented management style that balances operational efficiency with employee well-being.

The objective of this poster is to analyze how the transition to a hybrid work model, supported by digital tools, addresses the challenge of maintaining organizational efficiency while



REFERENCE: <https://www.microsoft.com/en-us/worklab/work-trend-index>

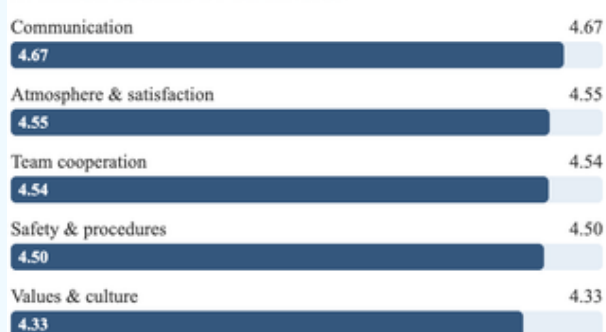
Organizational culture of a ski school - an instructor's perspective

Organizational culture refers to a shared system of values, norms, beliefs, and behavioral patterns that guide how members of an organization interact and work together (Schein, 1985).

In a ski school, it is particularly significant due to direct responsibility for children's safety. The role of an instructor involves more than just completing a course and possessing technical knowledge—many aspects depend on interpersonal skills and pedagogical approach. Working with children requires constant adaptation of communication style, teaching methods, and behavioral responses to the developmental stage of each age group.

Five core dimensions were identified: team atmosphere and job satisfaction, values and organizational culture, safety and procedures, team cooperation, and communication.

AVERAGE SCORES BY DIMENSION



This poster examines the organizational culture of a ski school operating with children aged 3–14 years, from the perspective of its instructors.

The research problem focuses on identifying the key values, norms, and patterns of behavior that shape the daily work environment of ski instructors, and evaluating how effectively the declared organizational culture is reflected in practice.

Methodology: A quantitative survey among ski school instructors. Respondents assessed 15 statements on a 1–5 Likert scale + 2 yes/no questions. Data collected anonymously via Google Forms.

Managing such a large group of instructors has built a trust-based "clan culture" (Cameron & Quinn) within the school, where individual teaching styles (3.50) and procedural flexibility (42%) reflect the high, independent competencies of the staff. In light of E. Schein's theory, the foundation of safety here is not based on strict procedures, but on a deeply rooted team value: every difficult situation or accident on the slope is immediately and successfully resolved with the direct support of management.

LOWEST INDIVIDUAL SCORE



YES / NO QUESTIONS



Results indicate a high level of organizational culture across all dimensions (4.33–4.67/5)-suggesting a unified and motivated team. However, 42% of instructors reported that not all colleagues consistently pay attention to the safety of their students or take pedagogical approach. The lowest individual score concerned consistency of teaching approaches (3.50).

References: <https://questus.pl/kultura-organizacyjna-jak-ja-budowac-3-poziomy-kultury-edgara-scheina/>, Schein, E. H. (1985). *Organizational Culture and Leadership*. Jossey-Bass, Cameron, K. S., & Quinn, R. E. (2011). *Diagnosing and Changing Organizational Culture*. Jossey-Bass, Canva, Claude Al



UNIWERSYTET
EKONOMICZNY
W KRAKOWIE



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SKUTECZNOŚĆ KREATYWNYCH TECHNIK WSPIERAJĄCYCH PRACĘ ZESPOŁOWĄ - BADANIE EKSPERYMENTALNE

* PROBLEM BADAWCZY

Jak studenci oceniają przydatność kreatywnych technik pracy zespołowej w przygotowaniu do Debat Oksfordzkich oraz które z tych technik są postrzegane jako najbardziej efektywne pod względem usprawnienia komunikacji i zwiększenia efektywności pracy?

* CEL BADANIA

Zbadanie postrzeganej skuteczności kreatywnych technik wspierających pracę zespołową podczas przygotowania studentów do Turnieju Debat Oksfordzkich.



* WPROWADZENIE

W pracy zespołowej często wykorzystuje się techniki kreatywne, takie jak burza mózgów i mapa myśli. Metody te pomagają uporządkować pomysły, wypracować argumenty oraz ułatwiają wspólne dochodzenie do wniosków. W celu oceny skuteczności tych narzędzi przeprowadzono badanie wśród studentów biorących udział w Debatach Oksfordzkich zorganizowanych 11 maja 2026 roku na Uniwersytecie Ekonomicznym w Krakowie. Celem badania było sprawdzenie, jak uczestnicy oceniają przydatność kreatywnych technik pracy zespołowej podczas przygotowań do debat. Po zakończeniu przygotowań uczestnicy wypełnili kwestionariusz ankietowy dotyczący użyteczności zastosowanych metod.

* METODOLOGIA

W badaniu udział wzięło 15 studentów przygotowujących się do turnieju Debat Oksfordzkich. Uczestnicy korzystali z wybranych technik kreatywnych, a następnie ocenili ich wpływ na efektywność przygotowania, komunikację w zespole oraz gotowość do ponownego zastosowania tych metod.

WYNIKI

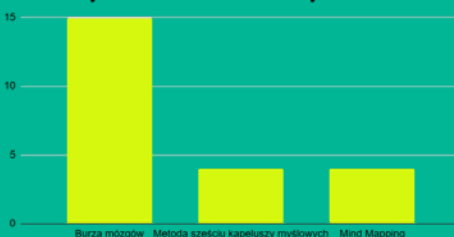


Deklaracja zamiaru ponownego użycia technik kreatywnych przez studentów.

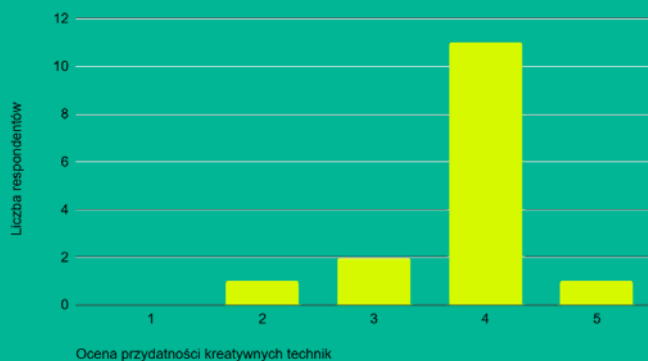


Badani, którym nie zaproponowano użycia technik kreatywnych pracy zespołowej dla przygotowania do Turnieju Debat Oksfordzkich, sami zdecydowali się to zrobić. To właśnie te osoby zadeklarowały, że więcej nie wykorzystają tych metod podczas pracy zespołowej. Może to wynikać z braku pełnego zrozumienia oraz nieadekwatnego wykorzystania technik.

Wybrane techniki kreatywne



Ocena przydatności kreatywnych technik



Zdecydowana większość ankietowanych stwierdziła, że zastosowanie technik kreatywnych poprawiło komunikację w zespole podczas przygotowań do debaty. Jedynie 20,0% respondentów nie zauważyło wyraźnej poprawy w tym obszarze. Wskazali na problemy jakimi była organizacja spotkania czy dominacja jednej osoby nad grupą podczas wykorzystania technik i dyskusji.

* PODSUMOWANIE

W badaniu uwzględniono odpowiedzi 15 uczestników Debat Oksfordzkich, które odbyły się 11 maja 2026 roku na Uniwersytecie Ekonomicznym w Krakowie. Analiza wyników wskazuje, że kreatywne techniki pracy zespołowej zostały ocenione bardzo pozytywnie i były postrzegane jako istotne wsparcie w procesie przygotowania do debat. Najczęściej stosowaną techniką była burza mózgów, z której korzystali wszyscy respondenci. Dodatkowo 5 osób wykorzystywało mind mapping, a 4 osoby korzystały z metody sześciu kapeluszy myślowych. Żaden z uczestników nie wskazał technik 6-3-5 ani Six Serving Men jako metod faktycznie stosowanych podczas przygotowań. Aż 93,3% badanych uznało, że wykorzystanie technik kreatywnych zwiększyło efektywność przygotowania do debat. Jedynie jedna osoba nie zauważyła takiego wpływu. Również ogólna ocena przydatności technik była wysoka - średnia ocena przydatności w przygotowaniu do wydarzenia wynosiła 3,8 w pięciostopniowej skali.

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Mind the (Digital) Gap

The Skills Gap Among Employees In The Face Of Digital Transformation

Digitalisation and the application of emerging technologies accelerate the demand for digital skills. The COVID-19 pandemic has amplified the urgency to create conditions which effectively leverage digital solutions for virtual work and commerce. In a business context, this is linked to the phenomenon of the digital skills gap.

In a board sense, digital transformation refers to the structural transformation of the global economy, the market and its participants. An integral part of this is the concept of the digital skills gap. This paper sets out to examine this concept through an in-depth analysis of the literature, including the identification of implications for organisational management and the presentation of proposed recommendations.

Digital skills are a range of abilities to navigate, design, manage and critically and responsibly engage with digital technologies. The gap emerges between the pace of technological progress and employees' ability to use and implement innovations.

The impact of the digital skills gap on business

CHALLENGES

Digital and social inequalities affect opportunities to develop digital skills.

Technological progress is necessitating agile skill adaptation from workers who need a range of new skills to adjust to the new marketplaces and work environments.

Traditional modes of education alone may not be keeping up with employers' needs for digital skills.

Practical solutions for businesses



Microlearning:
bite-sized learning sessions



Reverse mentoring:
generational knowledge exchange



Culture of experimentation:
openness to failure

THE IMPACT ON ECONOMY

Productivity Loss: organisations struggle to implement digital transformation due to insufficient skilled labour.

Missed Opportunities: businesses fail to capitalise on emerging technologies, stalling innovation.

Recommendations for management

A common skills framework could be used to match talent with business skill demand.

Upskilling and reskilling initiatives can play a key role in building resilient workforces.

Digitally inclusive initiatives and programmes can help develop digital skills.

Businesses can support workers by adopting a lifelong learning approach.

Developing cross-cutting partnerships between different stakeholders can help tackle the skills gap.

Redistribution of labour and skills across businesses can create opportunities to address skill mismatches.

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Digital Transformation and the Evolution of Business Thinking

INTRODUCTION

Digital transformation reshapes management by integrating AI, big data, and cloud technologies, changing how organizations operate and compete. It enables data-driven decisions, agility, and innovation while requiring new skills like digital literacy and collaboration. It transforms structures, culture, and leadership. Success depends on aligning technology, strategy, and people, making transformation a key driver of modern management evolution.

KEY TECHNOLOGIES DRIVING TRANSFORMATION

Artificial Intelligence (AI)

AI automates tasks, analyzes data, and supports faster business decisions.



Big Data

Big data helps companies understand customer behavior and market trends.



Automation

Cloud systems improve flexibility, collaboration, and remote access to information.



Cloud Computing

Automation increases productivity and reduces repetitive work.



SKILLS OF THE FUTURE

Modern employees need:

- Digital literacy
- Problem-solving skills
- Communication and teamwork
- Adaptability to new technologies

CHALLENGES

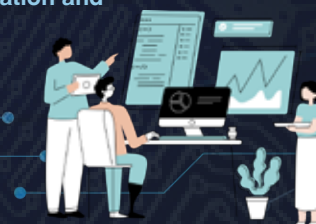
Companies face challenges such as:

- Cybersecurity risks
- Resistance to change
- High implementation costs
- Data privacy concerns

IMPACT ON BUSINESS

Digital transformation creates more agile and innovative organizations. Managers use real-time data to make strategic decisions, while companies focus more on collaboration and customer needs.

References:



ORGANIZATIONAL CULTURE AND MOTIVATIONAL SYSTEMS IN NON-PROFIT ORGANIZATIONS ACROSS EUROPE



1. RESEARCH OBJECTIVE

Contemporary organizations increasingly face challenges related to cultural diversity, international cooperation, mobility, and employee engagement. These issues are particularly relevant in the context of modern management concepts and organizational culture. The aim of the study was to analyze how organizational culture influences motivation and engagement in non-profit organizations operating in different European countries. The findings may contribute to a broader understanding of volunteer engagement, intercultural cooperation, and value-based organizational management in contemporary organizations.



2. SCIENTIFIC PROBLEM

Why do individuals remain actively involved in non-profit organizations despite the absence of financial rewards? The study also examines how organizational culture affects:

- long-term engagement,
- member retention,
- interpersonal relations,
- leadership styles,
- willingness to participate voluntarily



2. RESEARCH QUESTIONS

1. What motivates individuals to engage in non-profit organizations without financial compensation?
2. How does organizational culture influence long-term engagement?
3. Which organizational values are perceived as the most important among AEGEE members?
4. Are there visible motivational differences between members from different European countries?
5. How does leadership style affect volunteer commitment?



4. METHODOLOGY

Research approach

- qualitative research
- in-depth interviews
- literature review
- comparative analysis



Research sample

- Interviews were conducted among board members of AEGEE branches operating in different European countries.



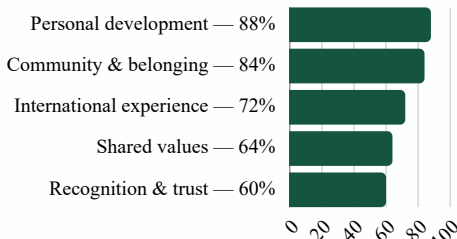
Research context

- The poster presents selected conclusions from the bachelor's thesis “Organizational Culture and Motivational Systems in Non-Profit Organizations in Different European Countries” written by Sara Kotlarz.



5. MAIN MOTIVATIONAL FACTORS

Most frequently mentioned motivations



The findings suggest that personal and value-driven motivation play a greater role than financial incentives in sustaining volunteer engagement.

Source: Chart created in Canva based on authors' research.



6. DIFFERENCES ACROSS EUROPE

Shared characteristics:

- strong focus on self-development
- appreciation of intercultural exchange
- value-driven engagement
- importance of interpersonal relations

Main differences concerned:

- communication styles
- level of formalization
- leadership expectations
- decision-making processes

Countries included in the research: Austria, Belgium, Croatia, Czech Republic, France, Germany, Greece, Hungary, Italy, Netherlands, Poland, Portugal, Romania, Spain, Sweden and Turkey



7. CONCLUSIONS

The study demonstrates that organizational culture significantly affects motivation and engagement in non-profit organizations.

The findings indicate that:

- non-financial rewards may effectively sustain long-term engagement,
- shared organizational values strengthen commitment,
- participative leadership positively influences volunteer satisfaction,
- international cooperation increases motivation and interpersonal development.

8. PRACTICAL IMPLICATIONS

NGO recruitment strategies

Understanding what motivates people to join allows organizations to design more targeted and effective recruitment.

Volunteer retention
Strengthening organizational culture and recognition systems helps maintain long-term engagement and reduce turnover.

Leadership development
Promoting participative leadership and trust-based management increases motivation and member satisfaction.

Organizational culture management
Building a value-driven and inclusive culture supports adaptability, collaboration and sustainable development in a dynamic environment.

AI IN ORGANIZATION

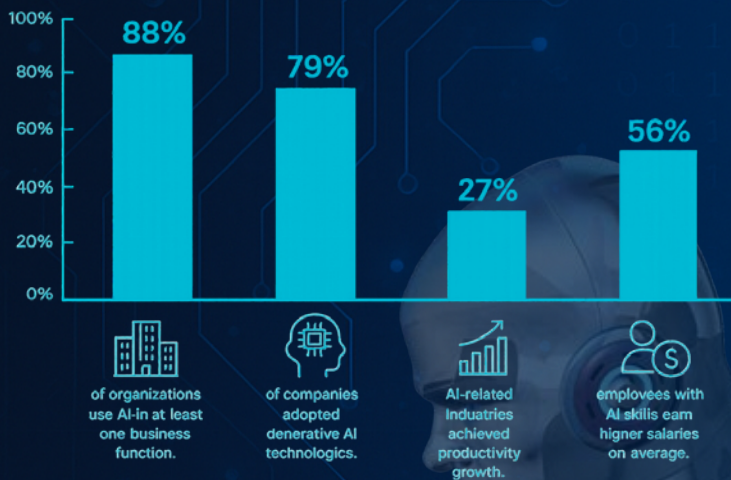
PURPOSE OF AI IN ORGANIZATIONS

Artificial Intelligence helps organizations improve efficiency, automate repetitive tasks, support decision-making, and increase productivity.

AI allows companies to analyze data faster and create innovative business solutions.



AI ADOPTION - KEY STATISTICS



Source: <https://www.pwc.com/gx/en/news-room/press-releases/2025/ai-linked-to-a-fourfold-increase-in-productivity-growth.html>

Artificial intelligence is becoming an essential part of modern business development and is transforming the way companies operate. The growing demand for digital and AI-related skills shows that technology will continue to play a major role in shaping future careers and workplace efficiency.

CHALLENGES AND RISKS

Organizations still face challenges connected with:

- Data privacy and cybersecurity
- Ethical issues and AI bias
- High implementation costs
- Lack of employee AI skills

Research shows that successful AI adoption requires employee training and responsible AI governance.

BENEFITS OF AI

-  **Faster** data analysis
-  **Lower** operational costs
-  **Better** customer experience
-  **Improved** decision-making
-  **Increased** innovation and competitiveness

FUTURE OF AI IN ORGANIZATIONS

AI will become a core element of modern organizations through intelligent automation, predictive analytics, and human-AI collaboration.

Companies investing in AI education and innovation will gain a competitive advantage in the future.

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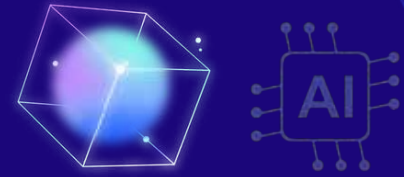
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<https://www.mckinsey.com/capabilities/quantumblack/our-insights/the-state-of-ai>
 Image source: Canva - generated using AI tools



THE FUTURE OF LEADERSHIP IN THE AGE OF ARTIFICIAL INTELLIGENCE

INTRODUCTION - THE CONTEXT OF CHANGE

The dynamic development of artificial intelligence and ongoing digital transformation are reshaping the role of leaders. AI influences work organization, decision-making processes, and the psychological well-being of managers. It has transformative potential, changing the nature of work and the structure of the labor market. As technology advances, leadership must be redefined within the digital environment.



WHAT IS ARTIFICIAL INTELLIGENCE?

Artificial intelligence refers to computer systems capable of analyzing data, learning, and making decisions with a certain level of autonomy. It includes machine learning and deep learning as core components. AI can function as software (e.g., speech recognition or image analysis) or be embedded in physical devices. Its performance relies on large datasets, and its outputs require critical assessment and responsible use.



THE IMPACT OF AI ON EVERYDAY LEADERSHIP

Leaders indicate the growing importance of AI tools that support process automation, report preparation, data analysis, and decision recommendations. In the coming years, recommendation systems, automation tools, and AI-based planning solutions are expected to play a key role. In project management, AI enables large-scale data analysis, risk prediction, planning optimization, and automation of repetitive tasks. As a result, part of operational responsibilities is shifting from leaders to technological systems.



OPPORTUNITIES FOR LEADERS

The use of AI reduces the time spent on routine tasks and analytical work, creating more space for strategic activities. Process automation improves work organization and allows leaders to devote more time to interpersonal relationships. In project management, AI supports team-task alignment, data analysis, communication improvement, and progress monitoring. Technology can therefore enhance efficiency and decision accuracy.



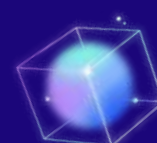
RISKS AND CHALLENGES

Concerns include potential job displacement, performance pressure, and information overload. There is also a risk of mechanical decision-making based solely on technological suggestions and a reduced reliance on leaders' intuition. Generative AI systems may produce incorrect outputs, known as hallucinations, which require careful and responsible use. Ethical issues such as transparency, accountability, and system security are also significant challenges.



THE FUTURE LEADER - KEY COMPETENCIES IN THE AI ERA

AI is mainly perceived as operational support rather than a creative decision-making partner. This increases the importance of conscious technology use and critical evaluation of AI-generated recommendations. Implementing AI solutions requires attention to transparency, security, accountability, and ethical standards. Leadership in the AI era combines technological competence with reflection and preserved decision-making autonomy.



References:

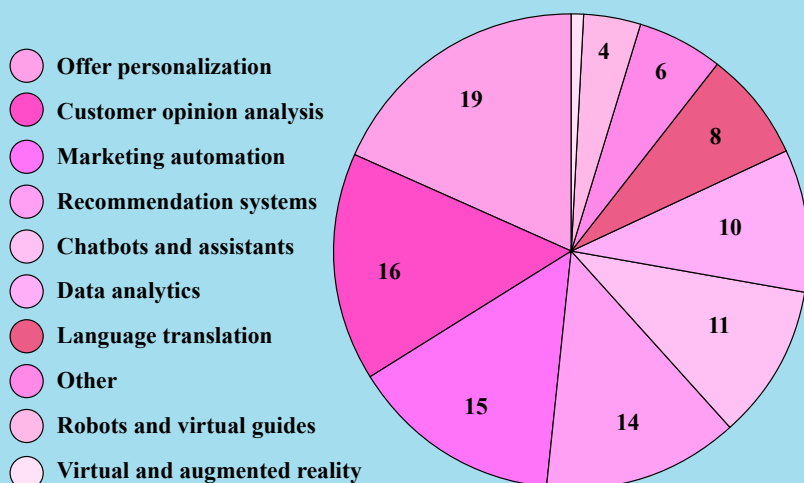
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The Role of Artificial Intelligence in Modern Tourism Enterprises

The tourism industry is undergoing dynamic transformation driven by rapid technological development. Artificial Intelligence (AI) has become a key supporting innovation, improving operational efficiency and customer experience.

The main objective of this study is to analyze the role of Artificial Intelligence as a tool for innovation in the tourism industry.

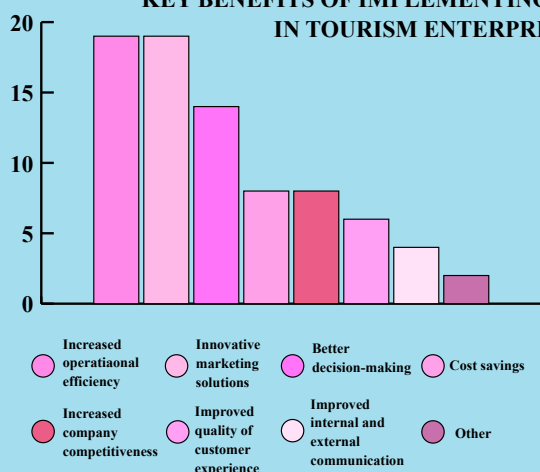
TECHNOLOGIES AND AI SOLUTIONS USED IN TOURISM ENTERPRISES



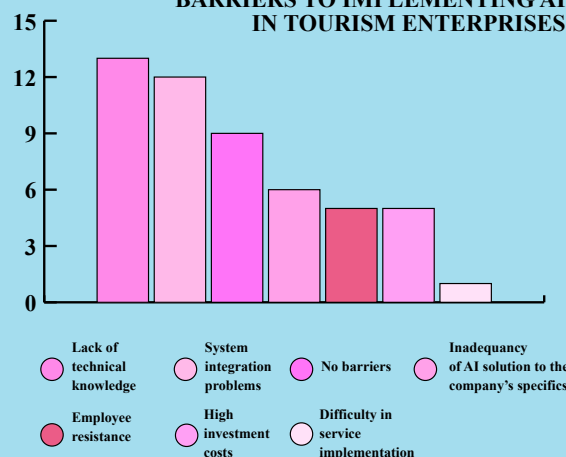
Tourism enterprises most often use AI for offer personalization, customer opinion analysis, and marketing automation. Recommendation systems and chatbots are also widely used to improve customer service. These results suggest that AI technologies are primarily applied to strengthen customer engagement, optimize marketing processes, and provide more tailored and efficient tourism services. As digital transformation continues to grow, the importance of AI solutions in the tourism sector is expected to increase even further.

The results show that the main benefits of implementing AI in tourism enterprises are increased operational efficiency and innovative marketing solutions. Companies also highlighted better decision-making through data analysis. At the same time, the most significant barriers are the lack of appropriate technical knowledge and problems with system integration. The findings indicate that although AI brings important business and marketing advantages, many tourism enterprises still face technological and organizational challenges.

KEY BENEFITS OF IMPLEMENTING AI IN TOURISM ENTERPRISES



BARRIERS TO IMPLEMENTING AI IN TOURISM ENTERPRISES



Conclusions & Recommendations

The study shows that artificial intelligence positively influences operational efficiency and customer service quality in tourism enterprises. The key advantages of AI are automation and personalized services, although barriers such as limited technical knowledge and integration difficulties still exist. Overall, AI received a positive rating of 3.76. Therefore, tourism enterprises should focus on gradually implementing AI solutions, using AI for service personalization, and combining modern technologies with employees' experience and skills.

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Różański, K. (2020). Sztuczna inteligencja: rozwój, szanse i zagrożenia. Warszawa: Wydawnictwo Ekonomiczne.

Różnice kulturowe jako fundament komunikacji marketingowej na przykładzie przedsiębiorstwa Mondelez International

CEL: Wpływ różnic kulturowych na komunikację Mondelez (wg wieku).

METODY: CAWI (N=89, 18–30, 30–45, 45+).

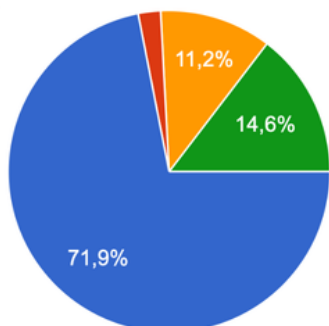
WYNIKI: 86/89 zna marki. 81%: dostosowanie do polskich tradycji. 68%: polskie pochodzenie ważne.

Gen Z – social media; Silver – TV.

WYNIKI: Adaptacja kodów kulturowych kluczowa.

Wpływ różnic kulturowych na komunikację marketingową Mondelez w zależności od wieku konsumentów.

Do jakiego pokolenia Pan/Pani należy?

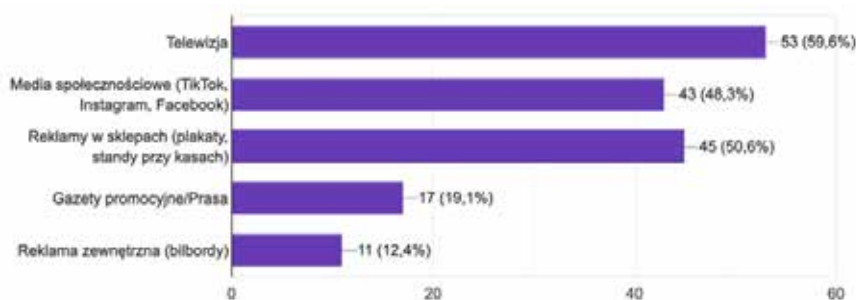


- 18 - 25 lat (Pokolenie Z)
- 26 - 45 lat (Millenialsi)
- 46 - 60 lat (Pokolenie X)
- Powyżej 60 lat (Silver Generation)

Wnioski:

- Skuteczność komunikacji zależy od adaptacji kodów kulturowych.
- Gen Z preferuje kanały cyfrowe i autentyczność marki.
- Starsze grupy silniej reagują na tradycję i lokalne odniesienia.
- Lokalne elementy (humor, język, aktorzy) zwiększają wiarygodność przekazu.

Gdzie najczęściej widzi Pan/Pani reklamę poniższych marek?



Kluczowe obserwacje:

- Respondenci pozytywnie oceniają lokalizację reklam globalnych marek.
- Największe znaczenie dla odbiorców mają tradycja, autentyczność i społeczna odpowiedzialność firmy.
- Kampanie wykorzystujące polski humor, lokalnych aktorów i odniesienia kulturowe są oceniane jako bardziej wiarygodne.
- Młodsze pokolenia oczekują personalizacji oraz aktywnej obecności marek w mediach społecznościowych.
- Komunikacja marketingowa Mondelez łączy globalną identyfikację marki z lokalnymi kodami kulturowymi.

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THE IMPACT OF GLOBALIZATION AND MULTICULTURALISM ON SERVICE QUALITY IN THE TOURISM SECTOR: A MANAGEMENT METHODS PERSPECTIVE

INTRODUCTION

In today's tourism industry, standard service rules often fail because what one guest considers high quality might be a disappointment to someone from a different culture. The main challenge is the cultural gap, which occurs when employee habits clash with the diverse expectations of international travelers. We need to find a way to make company culture a flexible tool that helps staff understand these differences and turn them into better service.

RESEARCH PROBLEM

Given that high quality is a subjective value shaped by cultural backgrounds, how can tourism organizations adapt traditional quality models like SERVQUAL to effectively meet the diverse expectations of a globalized market?

OBJECTIVE

The primary goal of our research is to examine the correlation between globalization and service standards, focusing on how organizational culture helps firms build a competitive advantage while adapting to the specific needs of local tourism markets.

GLOBALIZATION IN TOURISM

In the globalized tourism industry, the biggest challenge is maintaining brand consistency while effectively adapting quality management methods to local realities. Success depends on respecting local cultural differences to ensure operational efficiency.

MULTICULTURAL COLLABORATION

Following Meyer's insights, effective service delivery depends on inclusive cultures that foster intercultural collaboration as a key determinant of guest satisfaction.

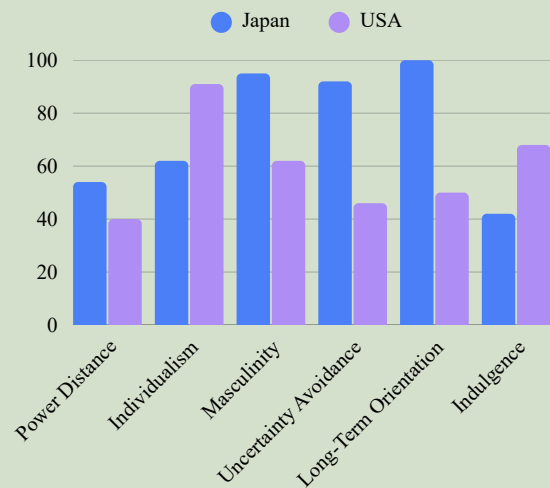
SERVICE QUALITY VS CULTURE

Our comparison of Japan and the USA (Fig. 1) proves that a "one-size-fits-all" approach fails; local tourism markets require different service styles, from rigid procedural reliability in Japan to personalized speed in the USA.

FIGURE 2: CONCEPTUAL MODEL: ORGANIZATIONAL CULTURE & SERVICE QUALITY IN GLOBAL TOURISM



FIGURE 1: HOFSTEDE CULTURAL DIMENSIONS: JAPAN VS USA



CONCLUSION

- Adapting Standards:** Our findings suggest that traditional quality procedures only succeed when tourism organizations translate them through Cultural Intelligence (CQ), allowing staff to adapt global methods to the specific expectations of local tourism markets.
- The Operational Bridge:** As shown in our model (Fig. 2), CQ acts as the essential link that allows tourism organizations to bridge the "cultural gap" between rigid ISO/SERVQUAL standards and the diverse needs of international guests.
- Strategic Advantage:** Ultimately, by prioritizing intercultural competence, tourism organizations can transform diversity into a key competitive advantage, ensuring both operational efficiency and guest satisfaction in the global-local reality.

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THE TREND OF INDEPENDENT TRAVEL AMONG POLISH AND FOREIGN TOURISTS AND THE ORGANIZATIONAL ADAPTATION OF TRAVEL AGENCIES



ALEKSANDRA MAĆZEŃSKA

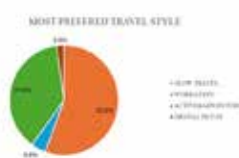
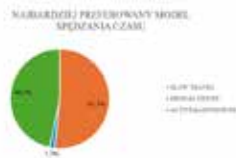
PURPOSE AND METHODOLOGY

PURPOSE:

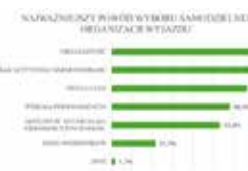
PRECOGNIZING THE TRAVEL PREFERENCES OF GENERATION Z IN POLAND AND ABROAD AND CREATING RECOMMENDATIONS FOR TRAVEL AGENCIES IN ORDER TO ENCOURAGE POLISH AND FOREIGN REPRESENTATIVES OF GENERATION Z TO USE THEIR SERVICES

METHODOLOGY:

ONLINE SURVEY, 60 POLISH RESPONDENTS, 45 FOREIGN RESPONDENTS
EXAMPLES OF RESPONDENTS' COUNTRIES OF ORIGIN: SPAIN, PORTUGAL, BRASIL, ENGLAND, ITALY, TAIWAN, AZERBAIJAN, HUNGARY, GERMANY, JAPAN, PHILIPPINES, ROMANIA, SWITZERLAND, THE NETHERLANDS, SWEDEN, ALGERIA



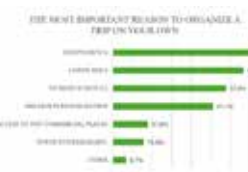
STUDY RESULTS - POLISH TOURISTS



RECOMMENDATIONS FOR TRAVEL AGENCIES

- 1) DIGITIZATION OF THE TRAVEL PROCESS
- 2) POSSIBILITY OF EXPAND OR CHANGE THE OFFER (SUSTAINABILITY) SO THAT THERE IS SOMETHING FROM BOTH SLOW TRAVEL AND ADVENTURE TOURISM, BUT ALSO FROM THE RECREATIONAL ONE
- 3) CREATING TRIPS TO HARD-TO-REACH PLACES AT PRICES LOWER THAN THOSE PLANNED AND COMPLETED BY YOURSELF
- 4) SHOW THE PRICE AT THE TRAVEL AGENCY VS. THE MARKET PRICE OF INDIVIDUAL SERVICES

STUDY RESULTS - FOREIGN TOURISTS



Diversity in Organizations – Source of Innovation or Potential Conflicts?

Introduction

Workplace diversity refers to the co-existence of individuals with different characteristics within a single organisation. It can be classified as **surface-level diversity** (observable attributes such as gender, ethnicity, age) and **deep-level diversity** (values, knowledge, cognitive styles). In the context of global competition and complex market challenges, researchers have increasingly examined whether diverse teams serve as a driver of organisational creativity and innovation – or whether unmanaged heterogeneity triggers interpersonal friction and process losses.

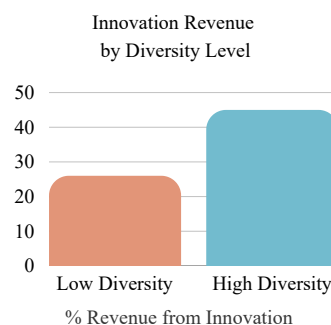
Objective of the Poster

The aim of this poster is to synthesise evidence from peer-reviewed research on the dual effects of organisational diversity. Specifically, it addresses two questions:

1. How does workforce and leadership diversity affect innovation performance and financial outcomes?
2. Under what conditions does diversity generate conflict rather than value, and which organisational factors moderate these effects?

Diversity as a Driver of Innovation

Lorenzo et al. (BCG, 2018) studied 1,700 companies across 8 countries and found firms with above-average diversity generate 45% of revenue from innovation vs. only 26% for less diverse firms – a statistically significant 19 pp gap [1]. The effect spans gender, nationality, and industry background. Importantly, gender diversity only boosted performance when women held more than 20% of management roles - marginal representation does not produce equivalent performance gains



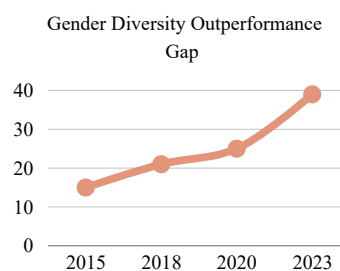
Source: Lorenzo et al. (2018), BCG.
n = 1,700 companies, 8 countries.

Conflict Risk

Research identifies two main types of conflict in diverse teams: task conflict and relationship conflict. Task conflict refers to disagreements about work content and may contribute to creativity and improved decision-making, whereas relationship conflict involves interpersonal tension and is generally harmful to team performance. Studies suggest that surface-level diversity is more strongly associated with relationship conflict in newly formed teams, while deep-level diversity becomes increasingly influential as teams develop over time.

Financial performance

McKinsey's Diversity Wins (2020) found top-quartile companies for gender diversity were 25% more likely to outperform peers on profitability, while top-quartile ethnic diversity companies outperformed by 36% [2]. By 2023, the gender outperformance gap grew to 39% across 1,265 companies in 23 countries – the strongest result in nearly a decade of tracking [3].



Source: McKinsey & Company
(2015–2023).
n > 1,000 companies, 23 countries.

When diversity fails

Ely & Thomas (2020) argue that many organisations pursue diversity without genuine integration of perspectives, producing resentment rather than value [6]. Ju & Kim (2025) show that a hierarchical culture significantly suppresses the diversity–innovation link even in structurally diverse, high-tech firms [5]. Diversity without inclusion is insufficient.

Diversity & Resilience

Duchek, Raetz & Scheuch (2020) propose that diverse teams build organisational resilience by enabling broader anticipation, wider response repertoires, and faster adaptation during crises. Diversity management is therefore a strategic resilience capability, not just an equity measure [4].

Key conclusions

1. Diverse leadership generates 45% vs. 26% innovation revenue (BCG, 2018) and up to 39% higher outperformance likelihood (McKinsey, 2023).
 2. Diversity alone is insufficient – without inclusion it triggers relationship conflict and coordination losses (Ely & Thomas, 2020).
 3. Organisational culture is the decisive moderator determining whether diversity yields creativity or friction (Ju & Kim, 2025).
 4. Diverse teams enhance organisational resilience under disruption (Duchek et al., 2020).
- Implication: Diversity initiatives must be paired with inclusive leadership and structural supports for psychological safety.

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EMERGING CONCEPTS IN FINANCE: THE IMPACT OF THE MARKET ENVIRONMENT ON REVOLUT'S FINANCING MODEL AND COMPETITIVE ADVANTAGE

Katarzyna Mizia, Maksymilian Czuraj

OBJECTIVE OF THE POSTER / RESEARCH PROBLEM

The primary objective of this study is to analyze the impact of the market environment on Revolut's financing model and competitive advantage. The research focuses on identifying macro and micro-environmental factors that shape the neobank's strategy during its critical transition from venture capital (VC) funding toward sustainable profitability.

RESEARCH METHODOLOGY

This study employs a qualitative and quantitative analysis of Revolut's strategic shifts. It utilizes the PEST framework for macro-environmental scanning and Porter's Five Forces model to assess the micro-environment within the fintech sector. Financial data and annual reports from 2023-2025 were examined to identify trends in the neobank's transition to profitability.

CONCLUSIONS

The financial data presented in Fig 1 confirms Revolut's successful transition from a capital-intensive growth phase to a model of sustainable profitability. This shift was driven by strategic agility and the ability to scale innovative services rapidly across global markets. The significant growth in net profit since 2023 demonstrates that Revolut's competitive advantage is no longer just its technology, but its efficient monetization of a massive user base amidst changing regulatory and economic conditions.

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SUBSTANTIVE CONTENT

1. Environmental Analysis (PEST & Porter's Five Forces):
 - Macro Factors: Impact of evolving regulatory frameworks (AML/banking licenses) and technological shifts, such as AI-driven risk assessment.
 - Micro Factors: Intense rivalry within the fintech sector and the influence of established financial infrastructure providers.
2. Strategic Shift in Financing:
 - Analysis of Revolut's evolution from "growth-at-all-costs" VC-backed rounds to a model focused on positive cash flow and diversified revenue streams (subscriptions, trading, business accounts).
3. Competitive Advantage:
 - Examination of strategic agility as a core competency, allowing for rapid adaptation to market shifts and redefining traditional banking concepts.

FINANCIAL PERFORMANCE & GROWTH

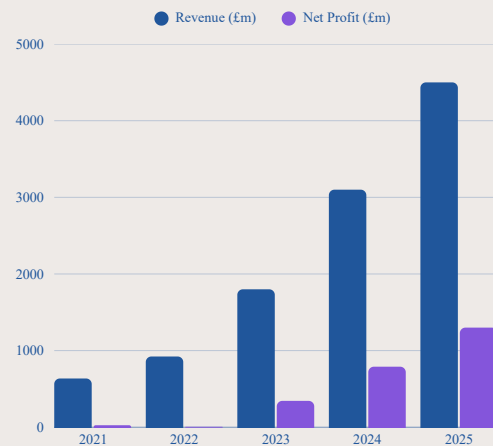
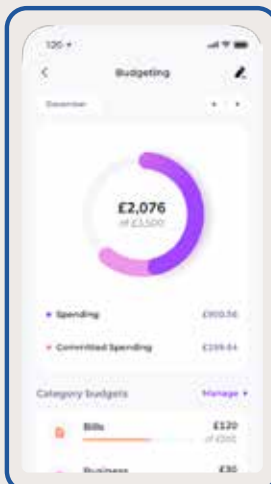
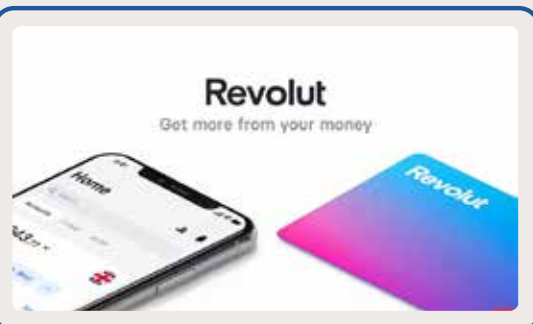


Fig 1. Revolut's Revenue and Net Profit Growth in 2021-2025 (in £ million).



Revolut

"One app,
all things
money"



FROM INNOVATION TO GROWTH: HOW THE NEW GENERATION AND MANAGEMENT STYLE STRENGTHENED MICROSOFT



The aim of this poster is to demonstrate that an innovative approach and a shift in mindset can lead to a significant transformation of a company. The study focuses on Microsoft as an example of an organization that, through changes in management style and a generational transition in leadership, achieved a higher level of development and innovation.



BILL GATES
(19 October 1955)
PAUL ALLEN (21 January 1953)
BABY BOOMERS



Bill Gates and Paul Allen, co-founders of Microsoft, combined their passion for computers and programming to create one of the world's largest technology companies in 1975. Gates, educated at Harvard University, was known for a demanding and sometimes authoritarian management style, often putting intense pressure on his team and showing little patience for weaker performers. Allen, who studied at Washington State University, was a technological visionary but sometimes seen as less decisive in business matters and overly focused on technical experiments at the expense of short-term strategy. Their leadership styles made Microsoft in its early years a challenging and high-pressure environment for employees, yet these same traits drove rapid innovation and the company's fast growth.

SATYA NADELLI
(19 August 1967)
GENERATION X



Satya Nadella, educated in computer science and holding an MBA, served as a general manager at Microsoft before becoming CEO. Since 2014, he has implemented a new management model focused on a culture of collaboration, innovation, and cloud computing, emphasizing the growth of Azure, transforming the company into a mobile-cloud organization, and promoting openness and partnership, which has driven Microsoft's market value from around \$300 billion to over \$2 trillion and significantly increased revenues in the cloud and enterprise divisions.

Bill Gates and Paul Allen ran the company in a highly autocratic style, through:

- **Intense control over employees** – limiting decision-making and opportunities to propose new solutions, which constrained creativity and team innovation.
- **Competitive internal culture** – teams competed against each other rather than collaborating.
- **Slow response to new markets** – the company was late entering the smartphone market, which was already dominated by other players.
- **Misguided financial decisions** – the acquisition of Nokia's phone division, the subsequent shutdown of Windows Phone, and company restructuring cost Microsoft over \$14.6 billion.

By 2014, Microsoft was a \$300 billion giant, strong in desktop and enterprise software, but weak in mobility, with high employee pressure and a limited culture of innovation in new segments.

Implemented changes:

- **Growth Mindset Culture** - encouraging continuous learning, experimentation, and skill development among employees.
- **Cross-Team Collaboration** - Improved communication and cooperation between departments to foster innovation.
- **New Performance Evaluation System** - employee evaluations consider not only work results but also contributions to learning, teamwork, and development.
- **Diversity and Inclusion** - recruitment reforms and support for ERG (Employee Resource Groups) – internal communities that promote networking, support, and idea sharing among employees.

• Leadership Model: "Model, Coach, Care"

Managers are encouraged to:

- Model – lead by example
- Coach – support employee development
- Care – prioritize employee well-being



The most important Microsoft applications and services developed or significantly expanded during the CEO tenure of Satya Nadella:



Microsoft's transformation shows that real change starts with an open mindset. Embracing innovation, collaboration, and continuous learning—while moving away from outdated management styles—helps organizations grow. Supporting employees, encouraging new ideas, and giving them space to develop can drive innovation and long-term success.



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MANAGING MULTILINGUALISM IN PRACTICE THE EUROPEAN COMMISSION AND THE EUROPEAN PARLIAMENT IN A COMPARATIVE PERSPECTIVE

Patryk Mróz
Student of
Economics and
Public
Administration at
KUE

INTRODUCTION

Multilingualism is a cornerstone of the EU's identity.

The EU recognises 24 official languages as being of equal status. Despite a common legal framework, the institutions have developed different practices for managing this diversity.

This analysis compares the **European Commission (EC)** and the **European Parliament (EP)** in terms of how multilingualism policy actually works in practice.

HUMAN RESOURCES OF THE EC AND EP LANGUAGE SERVICES



+2000

DGT staff including
~70% translators

VS



+2100

Staff of DG TRAD &
DG LINC
~50% translators

Total cost of translation and interpreting in the EU:
~€1 billion per year (<1% of the EU budget)

Source: own elaboration based on references listed below.

KEY FINDINGS

- Both institutions **profess to be multilingual, but differ in how they put this into practice.**
- English dominates internal communication within the EC, which limits the use of other languages.**
- The EP maintains full multilingualism in its plenary sessions and committees.**
- In the EP, intercultural competences are developed in a more systematic manner, whereas in the EC there is a greater gap between policy and practice.**
- The management of language barriers requires further development, even though the cost of multilingualism is low.**

RESEARCH PROBLEM

The main objective is to examine the discrepancies between stated policy and everyday institutional practice in two areas:

- Internal communication:** working languages, documents, informal practices.
- Formal language policy:** regulations, training, intercultural competences.

COMPARATIVE ANALYSIS

Criteria	European Commission	European Parliament
Working languages	English, French, German (de facto)	All 24 official languages
Internal communication	Dominance of English	Full interpretation during the sessions
Formal policy	Multilingualism	Multilingualism
Intercultural competencies	Optional training courses	Training courses integrated into the system
Informal practice	Simplification into English	Varies depending on the group

Source: own elaboration based on references listed below.

SUMMARY

Despite a shared legal framework, the European Commission and the European Parliament **differ in their approach to managing multilingualism due to their distinct institutional mandates, with the Commission focusing on the effectiveness of communication and the Parliament on equal access to languages.** As a result, **the discrepancy between policy and practice is systemic** in nature and points to **the need for better monitoring of intercultural policy and greater transparency regarding language use within the EC.**

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THE USE OF ARTIFICIAL INTELLIGENCE IN EDUCATIONAL ORGANIZATIONS ANALYSIS OF ASSESSMENT PROCESSES AND DECISION SUPPORT

The dynamic development of artificial intelligence has led to the increasing presence of AI tools in education. Technologies AI support teachers in preparing teaching materials, analyzing students' progress, and assessing written assignments. This is particularly important in the context of the growing workload of teachers related to non-teaching duties.

The aim of the study was to analyze the possibilities of using artificial intelligence in teachers' work, with particular emphasis on the assessment of written assignments, and to determine to what extent AI is capable of reproducing the grading logic applied by an academic teacher.

The research examined the possibility of using artificial intelligence to support the assessment of written assignments. The research material consisted of papers prepared by students of Preschool and Early School Education, previously assessed by an academic teacher holding a doctoral degree.

The study involved the use of ChatGPT (GPT-5) to reconstruct the teacher's grading logic and reproduce assigned grades. The model analyzed previously assessed papers, identified recurring grading patterns, and developed a heuristic decision-making model based on these observations. The grades generated by the model were then compared with the original teacher assessments in order to determine the level of agreement and identify the limitations of artificial intelligence in evaluating assignments requiring interpretation and deeper reflection.

The analysis applied:

- Natural Language Processing (NLP),
- semantic and discourse analysis,
- pattern recognition,
- heuristic reasoning,
- a rule-based scoring model.

The AI evaluated, among others:

- quality of argumentation,
- level of reflection,
- use of theoretical knowledge,
- coherence of the text,
- concreteness and feasibility of proposed solutions.

The study involved two different written assignments. The first task, an open letter to the Minister of Education, included 38 papers, which were divided into training and validation sets in an 80:20 ratio. The second task, "School 2050", included 32 papers, divided into training and validation sets in a 75:25 ratio.

In the case of the open letter to the Minister of Education, the agreement between AI-generated grades and teacher grades was moderate. The model tended to average the grades, slightly lowering higher scores and increasing lower ones. The average relative error was approximately 0.125. Higher accuracy was observed in the "School 2050" task. In most cases, the AI-generated grades were identical to the teacher's grades, and the level of error was lower than in the first assignment. The results show that AI can support teachers in the assessment process by increasing consistency and repeatability. However, the results also indicate that AI has limitations in evaluating assignments requiring deeper interpretation, critical reflection, and sensitivity to subtle qualitative differences.

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SURVEILLANCE TECHNOLOGY.

Analyzing the impact of organizational culture on the acceptance and normalization of unethical tech and AI practices.

1. AUTOMATED TARGETING IN WAR

System AI "Lavender" used by the IDF created a list of over 37,000 potential human targets in Gaza. Human verification took just 20 seconds.

The military accepted a **10% error margin**, meaning thousands of civilians could be wrongly labeled as combatants based on statistics, not hard evidence.

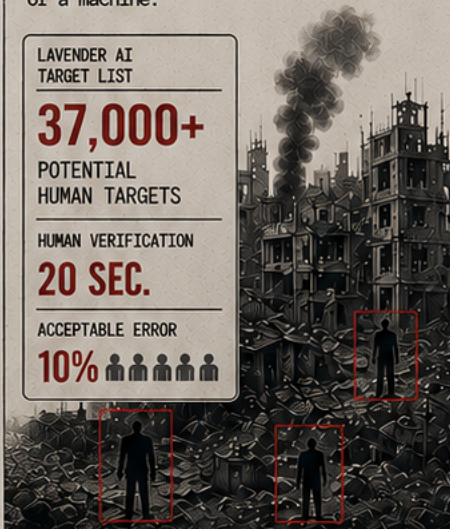
Operators treated the algorithm's decisions as binding, passing moral responsibility to the "cold calculation" of a machine.

LAVENDER AI
TARGET LIST

37,000+
POTENTIAL
HUMAN TARGETS

HUMAN VERIFICATION
20 SEC.

ACCEPTABLE ERROR
10%



DEHUMANIZED BY DATA.
KILLED BECAUSE OF ALGORITHMS.

2. EMOTIONAL SURVEILLANCE FOR PROFIT

Facebook's algorithms can detect when teenagers feel "insecure", "worthless" or need a "confidence boost".

They analyze posts and photos to identify states like stress, anxiety, failure, or feeling overwhelmed.

"The system could identify when users felt worthless, helpless or like a failure, and Meta extracted that information and made it available to advertisers."

- Sarah Wynn-Williams, former Meta director & whistleblower, 2025

INSECURE
93%

WORTHLESS
93%

STRESSED
91%

ANXIOUS
89%

OVERWHELMED
88%



YOUR FEELINGS.
THEIR BUSINESS MODEL.

3. INVASIVE SURVEILLANCE OUTSIDE ANY LAW

Paragon's Graphite spyware can secretly access everything on your phone - messages, calls, location, camera, microphone, files.

Such a tool can never be human rights compliant and should be banned.

WhatsApp notified 90 individuals they were targeted by spyware, many of them journalists and human-rights activists.

MESSAGES

CALLS

PHOTOS

LOCATION

CONTACTS

MICROPHONE

CAMERA

FILES

GRAPHITE
BY PARAGON

!
DEVICE
COMPROMISED



NO OVERSIGHT.
NO CONSENT. NO ESCAPE.



“ And it was done by people, just like you, you and me. These people didn't come from another planet. [...] They were people, just like us. And it wasn't Hitler who arrested me, nor Goering, nor Goebbels. The shopkeeper, the caretaker, the tailor, the shoemaker, the baker - they suddenly got a uniform, an armband with a swastika and thus they became - the master race.”

- Karl Stojka, Auschwitz survivor ”

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• +972 Magazine, 'Lavender': The AI machine directing Israel's bombing spree in Gaza

• Amnesty International, Europe: Paragon attacks highlight Europe's growing spyware crisis

• US Senate Committee on the Judiciary Sarah-Wynn Williams hearing

Visuals of the poster created with the assistance of AI tools.

CONTINUOUS IMPROVEMENT CULTURE AS A DETERMINANT OF BUILDING ORGANIZATIONAL COMPETITIVE ADVANTAGE

How to build a competitive advantage? In an era of dynamic globalization, technology is no longer the most important factor in building a competitive advantage. Organizational culture is gaining increasing importance. A continuous improvement culture exerts its influence by using of its methods, employee engagement and constant process optimization. The aim of the poster is to present the impact of continuous improvement culture on building an organization's competitive advantage.



Source: Canva

WHAT IS CONTINUOUS IMPROVEMENT?

Continuous improvement is a process of constant change, rooted in the management philosophy of Kaizen that engages all employees. It is based on building a culture of mutual cooperation, where employees collectively discuss and systematically solve problems¹. The Kaizen focuses on understanding and meeting customer needs, eliminating waste, and improving quality. It strives for perfection and doing work better and better².

CONTINUOUS IMPROVEMENT METHODS

LEAN MANAGEMENT

It focuses on identifying value from the customer's perspective, differentiating between value-added and non-value-added activities, and eliminating waste³. It fosters a culture where all employees are committed to cost reduction, shortening lead times, and improving quality⁴.



Source: Canva

THE PDCA (DEMING) CYCLE

Plan (P) - identifying the problem, creating a solution and a plan
Do (D) - implementing the plan in the organization
Check (C) - checking whether solutions introduced brought adequate results
Act (A) - standardization, implementing solutions as a new norm⁵.



Source: Canva

SIX SIGMA

The name refers to a rate of 3.4 defects per million opportunities, or six times the standard deviation, representing the very high product quality this method strives for⁶. It is essential to create the ability to perform measurements, collect data, and use it to analyze quality levels⁷.



Source: Canva

BUILDING COMPETITIVE ADVANTAGE

The impact of continuous improvement culture on building a competitive advantage is substantiated by many researches. Observed results in a study by Zaidi et al. regarding the significance of Lean Manufacturing in manufacturing and service industries from 2018 to 2023 include: "The lead times improved by **32%**; The cycle time reduced from **58.64 seconds** to **50.2 seconds**" - by implement Kaizen; "Waste reduced from **12%** to **4%**; Defects decreased to **65%**" - by PDCA; "Productivity improves by **38%**; The lead time reduced by **6.79%**; Cycle time reduced by **68%**" - by other methods of CI⁸. Applying the methods of CI supports the organization's functioning in a dynamic environment and contributes to building a competitive advantage. Improving quality reduces costs due to fewer errors and delays, which improves productivity and leads to market penetration with better quality at a lower price. A culture of continuous improvement facilitates easier and faster achievement of set goals thanks to employee engagement and cooperation. To better understand the essence of continuous improvement you can ask yourself questions propose by Deming:

is every job in an organization done better than the one before?

*is there continual improvement of materials, of selections of new employees, of the skills, and in methods to understand better each new customers needs?*²

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⁶Ingaldi, M. (2019). Wprowadzenie do metody Six Sigma. Zeszyty Naukowe. Quality. Production. Improvement, 1(10), 119-130.

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CROSS PROMOTION AS A MODERN MARKETING STRATEGY



Leon Ochenduszeko

INTRODUCTION

Cross promotion is a marketing strategy in which two or more brands cooperate to promote each other's products or services. Companies use this strategy to increase brand awareness, attract new customers, and strengthen consumer engagement.

BENEFITS

Benefits of Cross Promotion

- Increased brand awareness
- Lower marketing costs
- Access to new target audiences
- Higher customer engagement
- Improved brand image
- Increased sales opportunities

OBJECTIVES

The main objectives of this study are:

- To explain the concept of cross promotion
- To analyze the advantages and disadvantages of cross-promotional strategies
- To present examples of successful brand collaborations
- To evaluate the impact of cross promotion on customer engagement and brand awareness

REAL-LIFE EXAMPLES

Examples of Successful Cross Promotion

Spotify x Starbucks

Spotify and Starbucks collaborated to improve customer experience in coffee shops through music personalization and digital engagement.

GoPro x Red Bull

Both brands targeted audiences interested in sports and adventure activities, creating highly engaging promotional content.

Uber x Spotify

Uber users were able to connect Spotify accounts and personalize music during rides, improving customer satisfaction.

Types of cross promotion

1. Social Media Collaborations

Brands promote each other through social media platforms such as Instagram, TikTok, and Facebook.

2. Influencer Partnerships

Companies cooperate with influencers to reach new audiences and increase product visibility.

3. Product Bundling

Two brands combine products or services into one promotional offer.

4. Event Partnerships

Brands cooperate during events, festivals, or conferences to increase exposure.

5. Digital Platform Integration

Applications and online services integrate features to improve customer experience and brand visibility.

Conclusion

Cross promotion is an effective marketing strategy that helps brands increase visibility, reach new customers, and improve engagement. Successful partnerships can strengthen brand image and support business growth.

Clash of The Worlds: How Generational Changes Affect Organizational Culture

Work ethic refers to a set of values and beliefs about work that shape one's approach to performing professional duties. Over the years, both the work ethos and the organizational culture have undergone significant changes. Generation X, which grew up during the economic transformation, particularly valued job stability and loyalty to the employer. For its representatives, work meant primarily effort, commitment, and consistent pursuit of long-term goals. However, Generation Z grew up in a digital reality and in the context of the post-growth idea, which is a response to excessive consumerism. This concept assumes a change in the current priorities and focusing on sustainable development, which is not based solely on economic growth. As a result, representatives of this generation attach great importance to work flexibility, maintaining a balance between professional and private life, and authenticity. It is important for them that the work they do is meaningful, allows for development and is in line with their individual values.

Representatives of Generation Z seek meaningful work that supports personal development and aligns with their values. They are also strongly connected to technology and expect freedom, feedback, and opportunities for development. However, they differ in their approach to life and career – the Z generation is more digital, dynamic, and pragmatic, placing greater emphasis on mental health, inclusivity, and financial security.

Against this backdrop, older generations, i.e. Generation X and Baby Boomers, stand out with a greater attachment to stability, loyalty to their employer, and a more traditional approach to work and hierarchy. They are perceived as experienced, responsible and reliable, but less often associated with flexibility or proficiency in new technologies. Differences between all generations influence organizational culture, which becomes more flexible, less hierarchical, and focused on employee well-being. Companies must combine different styles of work and communication, creating an environment based on cooperation and understanding. Due to this, generational diversity can become a source of innovation and competitive advantage.

HOW ORGANIZATIONAL CULTURE CAN COMBINE THE EXPERIENCE OF DIFFERENT GENERATIONS?

- Adapting benefits to the needs of different generations
- Promoting work-life balance
- Creating an organizational culture based on cooperation and communication
- Investing in professional development
- Creating a friendly and comfortable work environment
- Adapting space to different work styles



Baby boomers

They are perceived as very **loyal employees**, strongly attached to their workplace. They are characterized by **diligence, meticulousness, and extensive professional experience** resulting from long service. They are committed and **responsible** for their duties.

On the other hand, they often react worse to changes. They are less often associated with proficiency in modern technologies, working under pressure, or high analytical skills.

Generation X

They are **diligent, meticulous, and loyal** to their place of employment. They are often seen as **reliable and trustworthy individuals** who value professional stability.

Their strengths include extensive experience resulting from long work tenure, as well as the **ability to learn and acquire new skills**. They also **do well in teamwork**. However, they are not considered the best managers. They may have difficulty coping with stress and do not always find themselves well in the area of new technologies.

Millenials

Diligent, meticulous, and ambitious employees for whom professional development is important. They stand out for their ability to learn, good work organization, and focus on achieving goals. They are also somewhat loyal to their employers.

On the other hand, they are less likely to identify with the company's mission and strategy. They may have difficulty accepting criticism and coping with emotions and stress.

Generation Z

They often change jobs and attach great importance to maintaining a **balance between work and private life**, valuing flexible forms of employment.

Their strength is quick learning and **ease of absorbing new information**. They are **good at teamwork and can effectively organize their work and complete tasks on time**. On the other hand, they are less often associated with loyalty to their employer. Naturally, they also have less professional experience and less often possess managerial skills.

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The impact of leadership on organisational culture

THE CASE OF APPLE INC. AND STEVE JOBS

Autors:
Dawid Polowiec
Martyna Pietrzyk
Zuzanna Rzodeczko

Introduction

This poster analyses how Steve Jobs' transformational leadership style shaped Apple's unique organisational culture and drove its global success.



Key Question

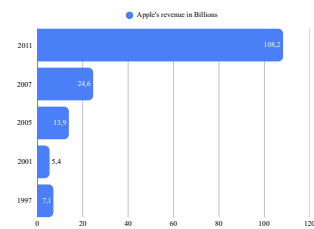
How did Steve Jobs' leadership directly influence Apple's internal environment?



Research

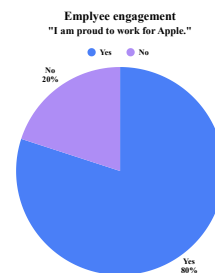
Financial impact of leadership culture:

This chart illustrates Apple's dramatic financial turnaround following Steve Jobs' return in 1997. The culture of intense innovation and product focus directly translated into exponential revenue growth.



Cultural Alignment & Loyalty

High performance required deep employee commitment. This metric highlights how effectively Jobs' vision aligned internal teams, resulting in extraordinary pride and engagement across the organisation.



Steve Jobs' Leadership Style

- **Transformational Vision:**
Inspired employees with a clear vision to change the world.
- **Perfectionism:**
Total focus on creating exceptional products and seamless user experience.
- **Small teams:**
Empowered small, trusted and dedicated teams to innovate rapidly.
- **Leading by example:**
Set extreme standards of passion and attention to detail for the entire company.



Apples Organisational Culture

- **Innovation & creativity:**
Creative thinking is at the absolute core of daily operations.
- **Simplicity & focus:**
Obsessive emphasis on simplicity in both products and internal processes.
- **High standards:**
Strict culture of excellence and uncompromising attention to every detail.
- **Secrecy & Confidentiality:**
Protecting ideas creates a unique, startup-like sense of mission.



Why This Topic?

Leadership is not only about strategy. It creates daily norms: what employees value, how they cooperate and what kind of work is rewarded.

Apple was chosen because Steve Jobs strongly connected vision, product quality and organisational culture. His approach helped build a culture of innovation, focus and exceptional design.

- clear link between leader's vision and internal values
- well-known example of innovation and design culture
- shows benefits and pressure of strong leadership



Conclusion

Steve Jobs' leadership influenced Apple through vision, focus and demanding standards. These behaviours became part of Apple's organisational culture: innovation, simplicity, secrecy and pride in product quality.

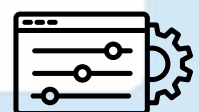
The case suggests that leaders shape culture by what they emphasise, reward and repeat. However, a strong culture can also create pressure, so leadership needs both ambition and trust.

Key message: leadership becomes culture when repeated behaviours become shared expectations.



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CULTURAL DIVERSITY IN VIRTUAL PROJECT TEAMS

SUBSTANTIVE CONTENT

THE POSTER PRESENTS THE DEFINITION AND KEY FEATURES OF VIRTUAL TEAMS, THE MOST COMMON INDUSTRIES FOR REMOTE WORK, A COMPARISON OF INDIVIDUALIST AND COLLECTIVIST CULTURES BASED ON HOFSTED'S CULTURAL DIMENSIONS FRAMEWORK AND THE MAIN CHALLENGES OF WORKING IN INTERNATIONAL PROJECT TEAMS INCLUDING CULTURAL SHOCK AND ITS STAGES.

OBJECTIVE OF THE POSTER

THE AIM OF THE POSTER IS TO ANALYZE THE CHARACTERISTICS OF VIRTUAL AND MULTICULTURAL PROJECT TEAMS, WITH A FOCUS ON CULTURAL DIFFERENCES BETWEEN INDIVIDUALIST AND COLLECTIVIST SOCIETIES AS DEFINED BY HOFSTED'S CULTURAL DIMENSIONS FRAMEWORK.

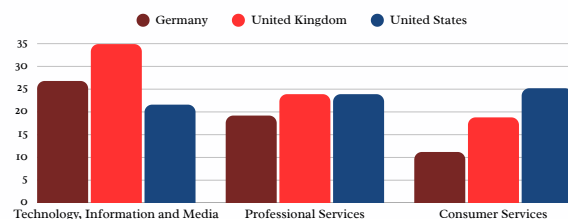
Introduction

Virtual teams are characterized by the use of electronic communication in daily work and the absence of a single, fixed location.

Some benefits include: **Cost Reduction, Reduced Employee Turnover, Increased productivity and Global market expansion.** [1]

Virtual teams increasingly consist of people from **diverse cultural backgrounds.**

Industries that most often have the highest proportion of remote workers. [2]



Geert Hofstede Cultural Dimensions

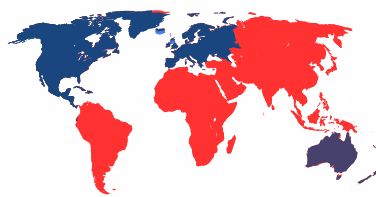
One of the six cultural dimensions identified by Hofstede is Individualism vs. Collectivism, related to the degree to which individuals are integrated into groups. [3]

Individualism

"I" consciousness

Task prevails over relationship
Personal achievement valued
Transgression of norms → guilt

Examples: Germany, United Kingdom, United States.



Collectivism

"We" consciousness

Relationship prevails over task
Group interest prioritized
Transgression of norms → shame

Examples: Asian, Latin American and African countries.

Other dimensions:

Power Distance

Uncertainty Avoidance

Masculinity vs. Femininity

Long Term vs. Short Term

Indulgence vs. Restraint

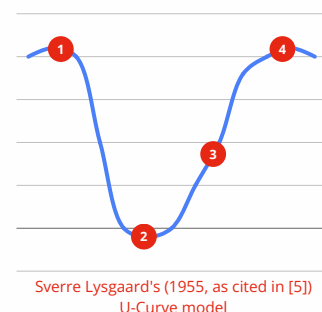
Challenges in International Teams and Projects

Working in **multicultural teams** involves: conflicts in decision-making, differences in communication styles and ambiguity in roles and individual responsibility. Therefore, a **project manager** must develop competencies in building and leading multicultural teams. [4]

Cultural shock

Cultural shock is a phenomenon experienced when entering an unfamiliar cultural environment. [5]

1. Honeymoon Stage
2. Cultural Shock
3. Recovery Stage
4. Adaptation Stage



[1] Qatamin, L. & Alkoud, S. (2023) The Benefits of Employing Global Virtual Teams in International Business, International Journal of Academic Research in Business and Social Sciences Vol. 13, No. 6, p. 2091-2095
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Organizational culture as a source of competitive advantage: the case of IKEA



POSTER OBJECTIVE:

Analysis of the role and impact of IKEA's organizational culture on building competitive advantage in the global market. How do "The IKEA Way" values translate into strategy and results?

RESEARCH QUESTIONS:

1. What are the core values of IKEA's culture?

- Simplicity and Humility: Avoiding bureaucracy and staying grounded.
- Togetherness (Tillsammans): Collaborative effort and shared responsibility.
- Cost-consciousness: A constant focus on avoiding waste and maximizing resources.
- Leading by Example: Management that is hands-on and accessible.

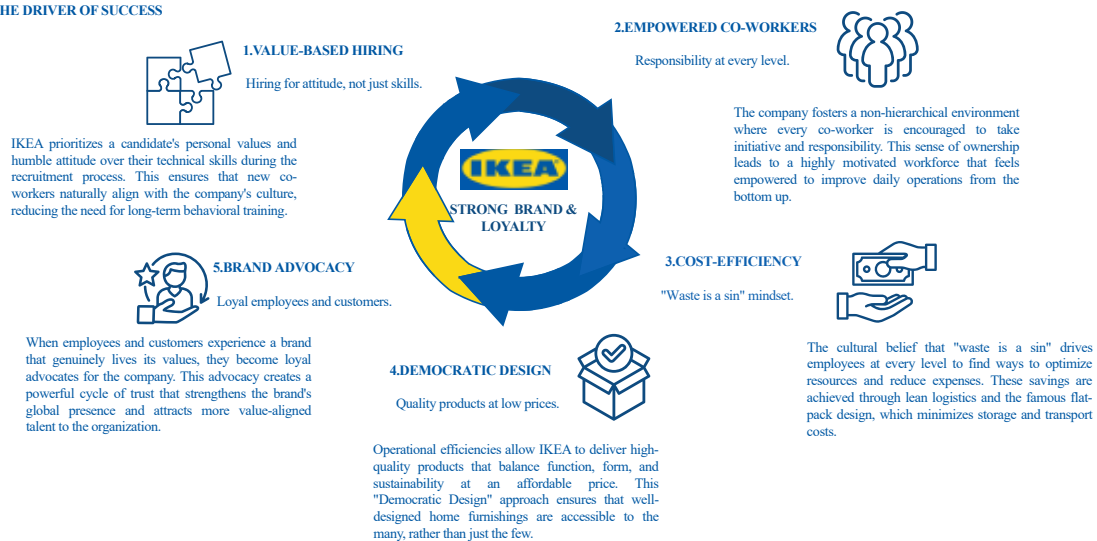
2. How does IKEA's culture support operational efficiency?

- Waste Reduction: The "waste is a sin" mindset drives lean logistics and optimized supply chains.
- Flat Hierarchy: Fewer management layers speed up decision-making and communication.
- Standardization: Cultural focus on simplicity enables global scaling and efficient flat-pack distribution.

3. How does IKEA integrate culture into relations with employees and customers?

- Co-worker Empowerment: IKEA hires based on value-fit, giving employees the freedom to innovate.
- Democratic Design: Values are delivered to customers through products that balance quality, function, and low price.
- Community Building: Programs like "IKEA Family" build a sense of belonging and shared vision with the global community. Waste Reduction: The "waste is a sin" mindset drives lean logistics and optimized supply chains.

IKEA STRATEGY MODEL CULTURE AS THE DRIVER OF SUCCESS



SUBSTANTIVE CONTENT

1. Core Values: "The IKEA Way"

- The foundation of IKEA's advantage is a readily available set of values that are effective every time the company uses them.
- Cost Awareness: Savings are not just about low prices, but also about avoiding waste at every stage of production.
- Simplicity: Rejecting unnecessary resources in the application of resources and management structure.
- Togetherness (Tillsammans): Belief that working together brings benefits greater than individual character.

2. Employee Approach: Culture-Focused Management

- IKEA's culture isn't just about rules on paper; it's about the everyday lives of employees (collaborators):
- Empowerment: Employees at every stage are encouraged to organize and take responsibility.
- Value-Based Hiring: IKEA recruits people whose personal values align with the company's mission, prioritizing character over CVs.
- Leading by Example: Managers working side by side with a trustworthy and flat hierarchy.

3. Customer and Social Value: Democratic Design

- This is where culture meets the market, creating a product that may not be easily rivaled:
- Democratic Design: Residential design based on 5 pillars: Function, Form, Quality, Sustainability, and Affordability.
- Sustainability: A culture of resource conservation translates into "People & Planet Positive."
- Co-creation: Engaging solutions in the process (e.g., through assembly), which reduces costs and creates a bond with the community.

IKEA IN THE WORLD



CONCLUSION

IKEA's culture is not just a set of rules, but a way of life for the company, constituting a powerful and hard-to-copy competitive advantage. The culture-driven model ensures market resilience and long-term brand loyalty.

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Neurodiversity & Inclusive Leadership: Implications for Organizational Culture

What is neurodiversity?

- Natural differences in cognition (autism, ADHD, dyslexia)
- Source of innovation and problem-solving

Why it matters?

- Competitive advantage in modern organizations
- Requires adaptive leadership

The **main goal** of this poster is to present key implications for leaders working with neurodivergent teams. A scoping review was conducted **to define a “desired leadership profile”** that fosters an inclusive organizational culture and leverages the cognitive strengths of neurodivergent individuals.

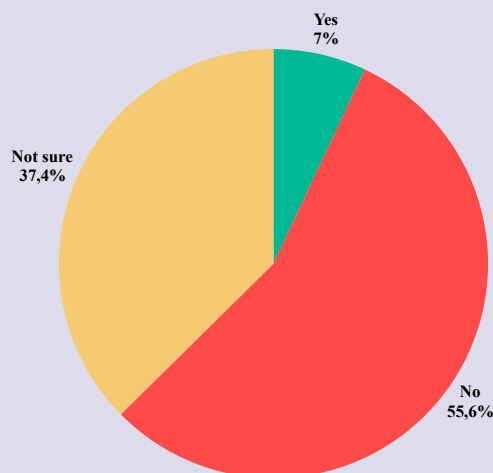
The Cognitive Value of Neurodivergent Teams

Neurodivergent individuals bring highly desirable competencies to organizations, which become a source of competitive advantage in the era of digital transformation. These specific strengths include:

- exceptional pattern recognition and hyperfocus;
- meticulousness, precision, and advanced analytical problem-solving skills;
- unconventional divergent thinking (innovativeness) and a high tolerance for repetitive tasks.

Although neurodiversity is increasingly recognized as a strength, employer openness remains limited. The chart illustrates current perceptions in the labor market.

Are employers open to hiring neurodivergent individuals?



Source: Raport Fundacji JiM, s. 22.

The Desired Leadership Profile (Key Competencies)

Managing a neurodiverse team requires leaders to redefine traditional leadership frameworks and move away from forcing employees to fit rigid norms. The desired profile of a neuroinclusive leader rests on the following pillars:

- 1. Cognitive empathy**
 - Understand different perspectives
 - Build psychological safety
- 2. Communication flexibility**
 - Clear, structured instructions
 - Based on SCARF model
- 3. Moderating differences**
 - Adapt team processes
 - Combine thinking styles
- 4. Strength-based management**
 - Assign tasks to strengths
 - Focus on results, not style



Implications for Organizational Culture

- **Individualization of the environment:** An inclusive culture requires creating physical and digital workspaces free from sensory overload (e.g., quiet zones, hybrid work options), which directly protects the mental resources of employees.
- **Education and normalization:** A neuroinclusive leader acts as a role model, normalizes the use of workplace accommodations, and promotes education about neurodiversity, transforming "difference" into structural organizational capital.

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ELECTRIC VS. DIESEL POWERTRAIN: COST ANALYSIS & ORGANIZATIONAL INNOVATION IN CAR FLEETS

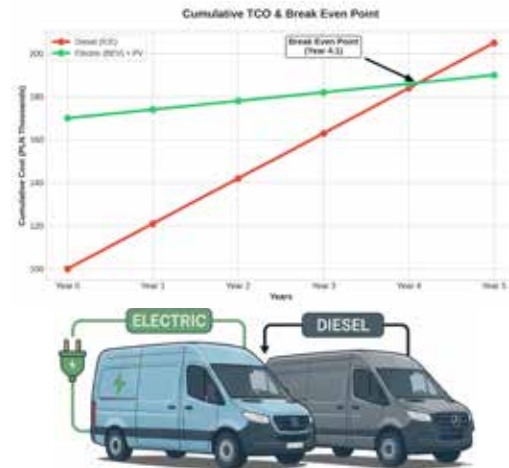
The aim of this poster is: **Compare** the Total Cost of Ownership (TCO) between electric and diesel delivery fleets. **Evaluate** the financial viability of complementary investments in EV chargers and photovoltaic (PV) panels. **Assess** how the green transition impacts organizational culture and shapes the reactions of employees and clients.

Market Context & Fleet Trends

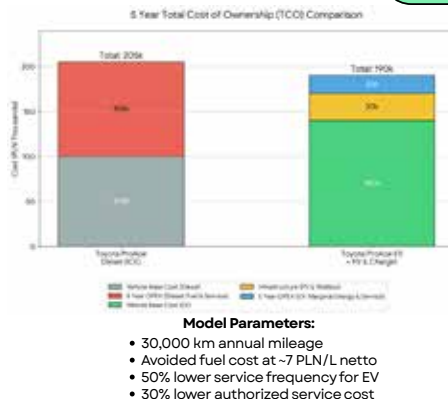
(Based on Arval Mobility Observatory & PSNM reports)

- **Electrification Drive:** Over 50% of companies in Poland plan to integrate electrified vehicles within the next 3 years. It is no longer a niche but a mainstream operational standard.
- **Key Purchasing Criteria:** Total Cost of Ownership (TCO) has overtaken the initial purchase price. Managers strictly prioritize long term savings over upfront capital expenditure.
- **ESG Compliance & Supply Chain:** Corporate partners demand sustainability. SMEs in retail distribution and urban logistics must adopt zero emission transport to secure B2B contracts.
- **Infrastructure Synergy:** Government subsidies and affordable photovoltaic systems allow smaller enterprises to drastically reduce their dependency on external energy providers

TCO & Infrastructure Analysis



Investment & Profitability



- **CAPEX (Capital Expenditure):** The initial investment for an EV fleet is significantly (~40%) higher due to vehicle pricing, charger installation and the necessary solar panel infrastructure.
- **OPEX (Operational Expenditure):** EVs offer drastically reduced running costs. Avoiding fuel costs of ~7 PLN per liter through internal free solar generation shields the company from grid volatility.
- **ROI & Profitability:** Despite the initial infrastructure barrier, the combined electric vehicle and solar investment pays off within 4.1 years, ensuring long term financial optimization.
- **Strategic Move:** Consequently, fleet electrification is a strict financial strategy that directly optimizes budgets. This inevitable market shift is heavily secured by massive automotive industry investments and EU policies.

Organizational Culture & Social Response

- **Employee Perspective:** Initial "range anxiety" turns into high satisfaction. Drivers appreciate the quiet operation and feel proud to use modern green technology.
- **Client Perception:** A zero emission fleet is a powerful marketing asset that builds a modern brand and attracts B2B partners prioritizing ESG compliance.
- **Innovation Catalyst:** Managing electric fleets and solar infrastructure drives the adoption of digital energy systems, accelerating the overall technological transition.

Conclusions

- **Core Strategy:** Fleet electrification is no longer just a Corporate Social Responsibility trend. It is a strict financial strategy optimizing SME budgets.
- **Competitive Edge:** Green logistics lower long term OPEX and help companies win tenders that require sustainable supply chains.
- **Cultural Shift:** The transition to zero emission mobility fundamentally modernizes the organizational culture, boosting employee morale and positioning the company as an innovative market leader.

Sources: Arval Mobility Observatory (2025/2026) · Barometr Flotowy, Warsaw. PSNM (2025/2026) · Barometr Nowej Mobilności, Warsaw. EFL (2025), Zielona transformacja w MŚP, Warsaw



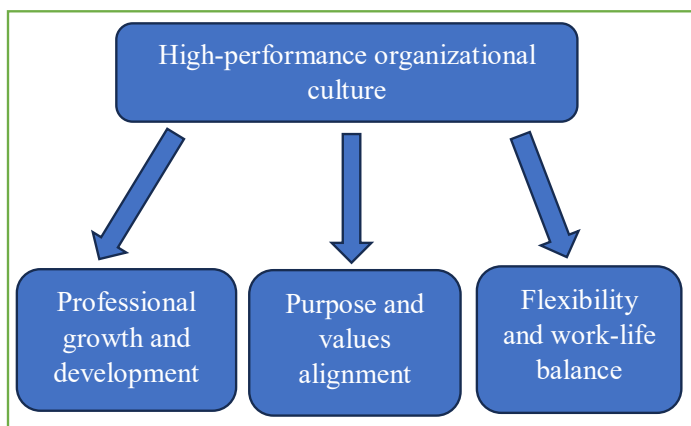
Organizational Culture as a Key Determinant of Attracting and Retaining Top Talent

Yevhen Savytskyi

How to make an organizational culture a key reason for talents to work in your company?

The aim of my poster is to highlight the importance of good organizational culture in talent management and describe a culture that values and supports high-performing employees.

Talented workers are pivotal for company aiming to get competitive advantage. Nowadays, they have big prospects available in many fields and changing career preferences. A positive organizational culture is a huge selling point for potential candidates, because it has a big impact on company's atmosphere, employee performance and their chances for development.



LPP is the largest Polish fashion company in Central and Eastern Europe. It owns five fashion brands: Reserved, Cropp, House, MOHITO and Sinsay. LPP has more than 3700 online and stationary stores in 46 countries. They have reached that point through the people-oriented organizational culture. LPP values show company's desire to grow – they are described as FAST: Fire-fuelled (passionate about the business), Ambition-driven, Success-focused and Trust-based. The company attracts talented people with the help of competitive salary, benefits (well-being programme, clothing discounts in shops of their brands, subsidized medical packages), a clear development path and extensive training base. Also, LPP check employees' training effects by collecting feedback, so development programmes can be adjusted to eliminating workers' skills gaps.

Key Reasons Why Work Culture Influences Talent Outcomes



Summarizing all above, a good organizational culture is based on respect, trust, people's needs and company's goals. It is also open to changes and appreciating achievements. A positive organizational culture is the key to employees' performance and success. Also, it is crucial to employer branding. Talented people want to work in companies where they feel comfortable and have opportunities for continuous improvement. If the organization copes with this task, it has very big chances to attract top talents and gain competitive advantage.

REFERENCES:

<https://www.tmi.org/blogs/building-a-vibrant-work-culture-to-attract-and-retain-top-talent>

<https://www.lpp.com/en/>

SELLING WITHOUT SELLING:

Red Bull's content and experiential marketing strategy

We chose this topic because Red Bull represents one of the most innovative examples of modern marketing. Instead of relying on traditional advertising, the company focuses on creating experiences, emotions and engaging content that build strong relationships with consumers. The topic also reflects the growing importance of social media and experiential marketing in contemporary brand communication.

OBJECTIVE OF THE POSTER:

The aim of this poster is to analyze how Red Bull uses content marketing and experiential marketing to build brand awareness and customer engagement without relying on traditional advertising.

Research question:

How does Red Bull create a strong brand identity through non-traditional marketing activities?

Red Bull creates a strong brand identity through content marketing, experiential events and emotional storytelling. By promoting adventure, energy and extreme sports instead of focusing only on the product itself, the company builds emotional connections, audience engagement and long-term customer loyalty.

SUBSTANTIVE CONTENT:

1. Content Marketing
 - Red Bull media house
 - YouTube
 - Extreme sports videos
 - branded content
 - Story telling

2. Experiential Marketing
 - Red Bull events
 - Flagging
 - Sports sponsorships
 - Live experiences
 - Audience engagement

3. Brand Strategy
 - Lifestyle branding
 - Emotional connection
 - Community building
 - Indirect selling
 - Non-traditional advertising

Red Bull focuses on creating entertaining and engaging content instead of traditional advertisements. Through Red Bull media house, YouTube videos and extreme sports storytelling, the company builds strong audience engagement and global brand recognition.

Red Bull creates memorable customer experiences through live events, sports sponsorship, and interactive campaigns. Activities such as flagging and extreme sports competitions strengthen emotional connections with consumers.

Red Bull positions itself as a lifestyle brand associated with energy, adventure and excitement. The company uses emotional branding and community building to promote its products indirectly and increase customer loyalty.



RED BULL ON SOCIAL MEDIA

A GLOBAL COMMUNITY OF MILLIONS



YOUTUBE

28M+
SUBSCRIBERS



INSTAGRAM

32M+
FOLLOWERS



TIKTOK

21M+
FOLLOWERS



GLOBAL REACH



MILLIONS OF
INTERACTIONS



REAL ENGAGEMENT

RED BULL STRATEGY MODEL

SELLING WITHOUT SELLING



CONCLUSION

Red Bull demonstrates that modern marketing is no longer focused only on direct product promotion. Through engaging content, live experiences, and social media presence the brand builds emotional connections and long-term customer loyalty. The company successfully creates a lifestyle that consumers want to identify with, proving that 'selling without selling' can be an effective marketing strategy.

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4. INSTAGRAM. (2024). RED BULL OFFICIAL INSTAGRAM PROFILE. RETRIEVED FROM: <https://www.instagram.com/redbull>
5. TIKTOK. (2024). RED BULL TIKTOK PROFILE. RETRIEVED FROM: <https://www.tiktok.com/@redbull>

The Role of Academic Work–Life Balance, Time Management, and Stress

This poster outlines the research objective, problem, and questions regarding Work-Life Balance and academic stress among Polish university students. It covers quantitative methodology, respondent characteristics, and key findings concerning planning tools and psychosomatic symptoms.

RESEARCH OBJECTIVE:

The aim of this study is to analyze time management tools and academic stress levels, alongside their impact on the subjective assessment of Work-Life Balance among students at Polish universities. It also focuses on identifying psychosomatic symptoms and evaluating how planning methods influence perceived pressure and anxiety within a research group of over 100 participants.

RESEARCH PROBLEM:

As academic and professional demands increase, students increasingly turn to planning and time management tools. Despite their widespread availability, the ability to maintain balance varies, and these applications can even intensify the pressure to remain constantly productive. The research problem concerns the assessment of students' Work-Life Balance levels, considering primary stressors, psychosomatic symptoms, and the verification of the effectiveness paradox of these tools.

RESEARCH QUESTIONS:

1. What is the subjective stress level experienced by students at Polish universities, and are they able to maintain a balance between academic, professional, and private life?
2. What are the primary stressors (tension-inducing factors) in a student's life, and to what extent do they stem from academic pressure and labor market demands?
3. Does the use of planning and time management tools (digital calendars, task-manager apps) actually reduce stress and the feeling of being overwhelmed, or does it become an additional source of pressure to be productive?
4. To what extent do students who report using planning tools utilize them in a reliable and practical manner?
5. Which psychosomatic symptoms (physical and mental effects of stress, e.g., tension headaches, sleep disturbances, chronic fatigue) most commonly accompany students during periods of intensive study and work?

The aim of this poster is to present and discuss the results of empirical research on the balance between private life, work, and academic responsibilities among students.

TARGET GROUP:

Students of Polish universities

METHODOLOGY:

Quantitative research
Online survey
Questionnaire consisting of 29 questions

NUMBER OF RESPONSES

COLLECTED: 106 responses

RESPONDENT

CHARACTERISTICS:

Age: Primary age group 21–24 years (nearly 77%)
Gender: Female: 67%, Male: 33%
Mode of study: Full-time students: 98%
Employment: Students working while studying*: =82%
(*Work-life balance is defined here as the integration of private life and studies, as well as professional work)

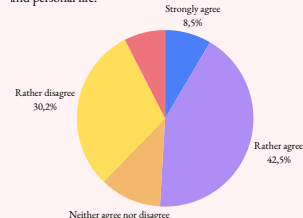
KEYWORDS:

Work-life balance
Academic stress
Psychophysical condition
Psychosomatic symptoms
Time management
Planning tools
Student burnout
Productivity pressure

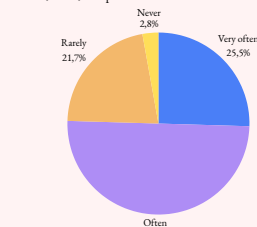
RESEARCH RESULTS

1. Respondents reporting no stress—28.2% (30 people)—indicate an 83% success rate in maintaining work-life balance. Among those experiencing stress frequently or very frequently (75.5%), the group is split equally: half maintain balance and half do not. Conclusion: Stress acts as a destabilizing factor. As its intensity increases, maintaining balance ceases to be the norm and becomes a matter of chance. Low stress is a primary factor supporting balance, whereas high frequency significantly reduces the likelihood of a subjective sense of harmony—from approximately 83% to 50%.

To what extent do you agree with the statement:
"I manage to maintain a balance between studies, work, and personal life."



How often do you experience stress related to balancing studies, work, and personal life?



2. Respondents identified the following as the primary stressors: the exam session (77.4%), a high volume of projects and assignments (60.4%), and pressure from their own expectations (54.7%). The results do not suggest that social pressure plays a significant role—family situation was cited by 6.6% of respondents, and family expectations by 13.2%. Conversely, 42.4% of those surveyed indicated that stressors stem from the environment.

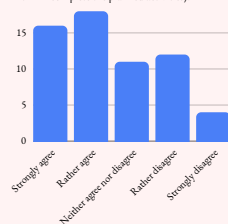
3. Regarding the question "Does using planning tools effectively reduce stress and the feeling of being overwhelmed by responsibilities?", 51% of respondents agreed that it lowers their stress levels and mitigates workload pressure. However, cross-referencing these responses with the question "Does using planning tools increase the pressure to be constantly productive?" reveals a significant correlation: half of those who find these tools helpful also experience constant productivity pressure.

This suggests that planning tools have an ambivalent impact—improving organization and reducing stress while simultaneously reinforcing the drive for continuous productivity. Ultimately, the effectiveness of these tools depends on individual usage and attitudes toward rest, highlighting the need to avoid trading the stress of chaos for the stress of perceived underachievement.

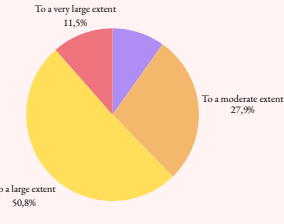
4. Respondents report frequent use of time management tools – only 9.8% indicate that they update their schedules less than once a week. 62.3% of respondents state that they often or very often complete planned tasks, while 31.2% admit that they often or very often abandon their plans.

Conclusion: despite widespread use of planning tools, their effectiveness in task execution varies – most respondents remain consistent, however nearly one-third struggle to follow through with planned activities.

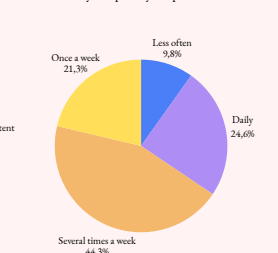
I use planning tools in a regular and practical way (e.g., I systematically update tasks and actually complete the planned activities):



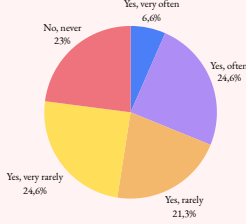
To what extent do you actually complete the tasks/activities planned in your tools?



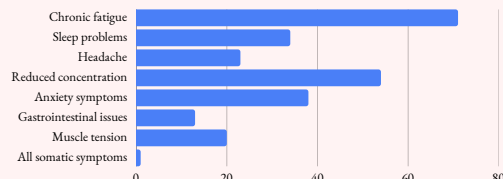
How often do you update your plans and schedules?



Do you ever stop planning after a few days or weeks?



5. The most common psychosomatic symptoms among students during periods of increased workload intensity include chronic fatigue, irritability, nervousness, anxiety symptoms, and decreased concentration. Furthermore, a comparison with what students identify as most troublesome indicates that the more frequently these symptoms occur, the more burdensome they are perceived to be.



- 42.5% of respondents declare that they do not use any time management tools.
- 35.8% report experiencing anxiety symptoms, and 32.1% report sleep problems – which may be a concerning signal.
- 71.7% report a lack of time for rest.
- 48.1% state that they are able to refuse additional responsibilities when they feel overloaded.
- One-third of respondents report that their average sleep duration on weekdays is 5–6 hours or less (2%).



THE IMPACT OF THE WAR IN UKRAINE ON ORLEN'S FINANCIAL RESULTS

STRATEGIC RESILIENCE AND ADAPTATION IN TIMES OF GEOPOLITICAL CRISIS



Introduction

The escalation of the armed conflict in Ukraine in February 2022 triggered a massive shock in global energy markets. As the largest multi-energy conglomerate in Central and Eastern Europe, Orlen faced immediate supply chain disruptions, extreme volatility in crude oil and natural gas prices, and the urgent necessity to diversify away from Russian hydrocarbons. This geopolitical shift drastically altered the company's refining margins, cost structures, and overall profitability, requiring a new approach to financial risk management.

Challenges and opportunities

The crisis presents a dual landscape. Challenges include extreme market volatility, securing new supply chains, and the financial burden of state-mandated energy price caps. Conversely, opportunities arise to accelerate the green transition (RES), finalize strategic corporate mergers, and secure Middle East partnerships to strengthen Orlen's long-term independence.

The purpose of the poster

The purpose of this poster is to analyze how the outbreak of the war in Ukraine and the resulting geopolitical crisis impacted the financial performance of PKN Orlen. It aims to evaluate the shifts in revenue, the financial effects of raw material embargos, and the strategic adaptations in the company's financial management during a period of unprecedented market volatility.



Key financial impacts

- **Record Refining Margins**

Global fuel deficits led to historically high refining margins, temporarily boosting operating profit (EBITDA LIFO).

- **Costs of Supply Diversification**

Phasing out Russian crude required securing more expensive alternative supplies, increasing procurement costs.

- **Macroeconomic Pressures**

High inflation, a weaker PLN against the USD, and new windfall taxes heavily impacted net profitability.

- **Strategic Consolidation**

Geopolitical threats accelerated mergers with Lotos and PGNiG, creating a resilient multi-energy giant.

- References
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GLOCALIZATION

how multinational corporations adapt marketing campaigns to cultural differences

Objective of the poster

Purpose of this poster is to highlight that organizational flexibility and cultural sensitivity are essential to maintain brand effectiveness among the challenges of cultural blending. It explains how standardization can be combined with localization, using cultural intelligence, data analytics and local partnerships in a strategic mix that brands can use.

Introduction

Glocalization is a concept that merges globalization and localization, focusing on how global entities adapt to local cultures and markets. It reflects the necessity for international businesses to tailor their products and strategies to align with regional tastes and practices. It is gaining importance due to ongoing globalization processes.

Data analysis

Case studies

McDonald's™

Diversified offers: vegetarian menu (McAloo Tikki) and avoiding beef in India, Teriyaki burgers and localized desserts in Japan, standard American menu (Big Mac, fries) in USA.

Brand Consistency Maintained: golden arches, fast service model, service standards, core branding and promotional themes.



Diversified offers: ads featuring Bollywood celebrities and festive campaigns during Diwali in India, focus on family gatherings and national pride in Mexico, emphasis on Confucian values and harmony in China.

Universal Brand Message: happiness, togetherness, sharing and unity refreshing moments.

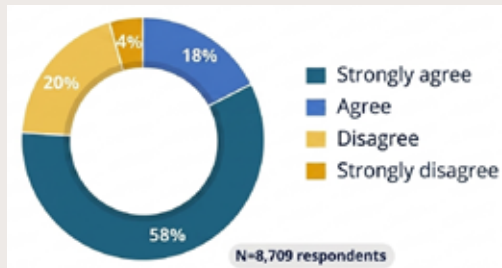


Diversified offers: ads promoting discipline, collective success, and youth empowerment in China, focus on local athletes and community upliftment in South Africa, individual achievement and competitive spirit in USA.

Brand Consistency Maintained: "Just Do It" slogan, performance-based positioning, innovation in sportswear, high-performance identity.

CSA Research's "Can't Read, Won't Buy"

When faced with the choice of buying two similar products, I am more likely to purchase the one that has product information in my native language:



Reference: CSA Research. (2020). *Can't Read, Won't Buy*.

Kantar "The Power of Cultural Connection"

Brands using effective cultural connection are



**79%
more unique**



**48% more
meaningful
for customers**



**grow
6 x faster**

than their competition.

Conclusion

According to the research, role of glocalization in the success of multinational corporations is crucial. Examining case studies demonstrates how brands successfully blend global standardization with local cultural adaptation. Findings emphasize that organizational flexibility and cultural sensitivity are essential tools for maintaining brand resonance in a fragmented global market.

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Decoding Diversity:

Determinants of Effective Communication in Multicultural Teams

Identifying Drivers, Barriers, and the Language-Trust Nexus



Source: Canva

Context

The importance of studying **communication in multicultural environments** is driven by modern trends such as globalization, the informational revolution, and technological progress. In today's global business landscape, multiculturalism is a daily reality for **Multinational Companies (MNCs)**, which are often geographically dispersed, challenging the interactions between individuals.

Research Objective

The primary objective of this study is to **identify the key conditions and determinants** that **influence the effectiveness of communication** processes within **multicultural team environments**.

Methodology / Research Approach

This study employs an Integrative Literature Synthesis of secondary qualitative and quantitative data.



Source: Canva

The Linguistic Lens: Beyond Translation

Language is recognized as a critical challenge to MNC theory and performance.

- **Perception of Diversity:** Surface-level language diversity can create perceptions of "deep-level" diversity among team members.
- **Cognitive and Emotional Impact:** Language barriers trigger both cognitive and emotional reactions, which directly influence perceived trustworthiness and the intention to trust within a team.
- **Knowledge Sharing:** Weak pronunciation or a recipient's unfamiliarity with a subject can lead to misinterpretations. Furthermore, the "fear of losing face" often causes individuals in multilingual settings to pretend they understand information when they do not.

Cultural Context and Communication Styles

Feature	High-Context (HC)	Low-Context (LC)
Communication Style	Indirect, implicit, and layered. Messages are "hidden" between the lines.	Direct, explicit, and literal. What is said is exactly what is meant.
Primary Focus	Relationships: Building trust and long-term rapport is a prerequisite for work.	Tasks: The objective and the information are more important than the relationship.
Non-verbal Cues	Crucial: Body language, silence, tone of voice, and social status carry the message.	Secondary: Emphasis is on verbal precision and written documentation.
Conflict Resolution	Indirect: Aimed at "saving face" and maintaining group harmony.	Direct: Issues are addressed openly and separated from the individual.
Time Orientation	Polychronic: Time is fluid; schedules are flexible and subordinate to relationships.	Monochronic: Time is a commodity; punctuality and deadlines are strictly followed.
Information Flow	Diffuse: Information is shared through informal networks and social context.	Focused: Information is shared via formal channels and explicit instructions.

Interpretation: Understanding these differences is vital for multicultural teams to avoid 'non-verbal misinterpretations' and to build 'integrity-based trust'.



Source: Canva

Conclusions

Effective communication in multicultural teams is not merely a product of language proficiency but a complex interplay of cultural context, psychological safety (trust), and developed intercultural competencies. Overcoming "ramp-up stickiness"—the difficulty in utilizing acquired knowledge—requires active management of both linguistic and cultural barriers.

Intercultural Competence (IC)

The development of **Intercultural Competence (IC)** is a key condition for overcoming communication barriers.

- **Models of IC:** Frameworks such as Deardorff's Pyramid and Process Models emphasize that IC is comprised of attitudes (respect, openness), knowledge (cultural self-awareness), and skills (to interpret and relate).
- **Management Strategies:** Effective management involves using "inclusive language" (language sensitivity) to prevent offense and encourage tolerance. Organizations should also provide training sessions on cultural competency and inclusiveness.

Trust and Psychological Factors

Trust acts as a vital mediator between team inputs and performance outcomes.

Trust Formation: Language barriers affect both ability-based (cognitive) and integrity-based (affective) trust.

Establishing Trust: A trusting environment requires that the value of knowledge sharing is visible, trust is ubiquitous throughout the organization, and it flows downward from management.

- **Multifaceted Nature:** Communication effectiveness is determined by an interplay of linguistic proficiency, cultural intelligence (CQ), and emotional trust.
- **Management Role:** Leaders must actively mitigate "language-induced anxiety" to ensure that diversity remains an asset rather than a liability.
- **Competence over Compliance:** Success requires developing deep intercultural competencies rather than just following surface-level diversity protocols.

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Tytuł

Model współpracy międzykulturowej na przykładzie działalności Fundacji Ankizy Gasy w kontekście globalizacji

Hipoteza

- Model działania Fundacji Ankizy Gasy sprzyja przełamywaniu barier etnocentrycznych i wzmacnia współpracę międzykulturową.”

Cel badania

- Analiza modelu współpracy międzykulturowej realizowanego przez fundację, ze szczególnym uwzględnieniem mechanizmów przełamywania barier etnocentrycznych w warunkach globalizacji.

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3. Własne badanie ankietowe

Metodologia

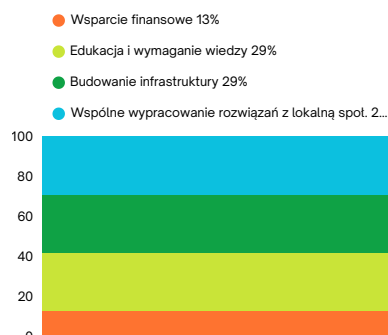
- Zastosowano analizę deskryptywną dokumentacji statutowej, sprawozdań rocznych oraz materiałów informacyjnych fundacji z lat 2011-2026. Uzupełnieniem była analiza jakościowa relacji i raportów wolontariuszy zaangażowanych w działania terenowe na Madagaskarze.

Wyniki

Wyk.1 Wyniki badań dotyczące opinii na temat dostosowania metod pracy w krajach rozwijających się



Wyk.2 Wyniki badań dotyczące opinii na temat doboru najlepszej formy pomocy dla krajów rozwijających się



Źródło: badanie własne

Wnioski

Wnioski wskazują, że analizowany model stanowi przykład efektywnej współpracy międzykulturowej, w której globalizacja pełni funkcję narzędzia wyrównywania szans edukacyjnych. Kluczowe znaczenie ma inwestycja w kapitał ludzki, sprzyjająca długofalowej samodzielności wspieranych społeczności.

The impact of Generational differences on organizational culture

Generational diversity shapes organizational culture through different values, work styles, and expectations. While these differences may create communication challenges, they also support innovation, collaboration, and knowledge sharing. A strong and inclusive culture helps organizations turn generational diversity into an advantage.

This poster examines how generational diversity affects organizational culture, focusing on Generations X, Y (Millennials), and Z. It highlights key differences in approaches to leadership, motivation, technology use, and work-life balance. While generational diversity may lead to communication challenges and conflicts, it also offers opportunities for knowledge sharing, innovation, and organizational learning.



Flaszewska, S., & Szymańska, K. (2024). Multigenerational Teams from the Perspective of Knowledge Management Based on the Example of a Selected Public University. *Zeszyty Naukowe Uniwersytetu Ekonomicznego w Krakowie / Krakow Review of Economics and Management*, 1(1003), 51–63. Gawel, W. (2017). Social Responsibility in the Workplace – Evolution and New Meaning. *Europa Regionum*, 32, 19-30.



HR CONTROLLING AS A TOOL FOR DESIGNING AND MONITORING EMPLOYEE MOTIVATION

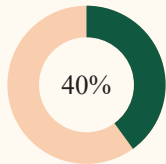
HR Controlling supports human resource management by monitoring HR processes and evaluating employee motivation systems. It also highlights the role of motivation tools and digital HR solutions in modern organizations.

The objective of this poster is to analyse how HR Controlling can support the design and monitoring of effective employee motivation systems in modern organizations.

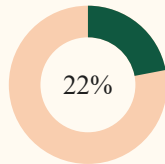
HR Controlling is a management process that combines controlling methods with human resource management in order to support strategic and operational decisions related to employees. It involves collecting, analyzing, and monitoring employee-related data such as turnover, absenteeism, productivity, engagement, and recruitment costs.



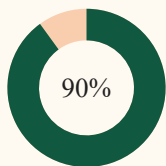
lower requitment costs



higher productivity



lower burnout risk



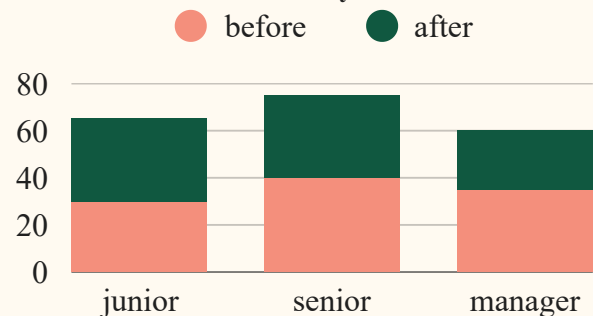
higher engagement



The chart shows that effective motivational systems increase employee motivation at all organizational levels. Motivation among juniors increased from 30% to 65%, seniors from 40% to 75%, and managers from 35% to 60%, demonstrating the positive impact of well-designed motivation tools on employee engagement.

Motivation systems are a set of financial and non-financial tools used by organizations to increase employee engagement, satisfaction, and productivity. They include elements such as bonuses, benefits, recognition, career development opportunities, and flexible working conditions. Effective motivation systems should be adjusted to employee needs because properly motivated employees are more committed, less likely to leave the company, and contribute to lower organizational costs.

Motivation Level Changes After Introducing an Effective Motivational System



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- Nesterak J., Nowak M., Kowalski M. J., Controlling personalny w praktyce przedsiębiorstw działających w Polsce, Warszawa, 2024 CeDeWu
Armstrong, M. Armstrong's Handbook of Human Resource Management Practice. Kogan Page, 2020.

THE IMPACT OF GENERATIVE --- AI --- ON KNOWLEDGE SHARING CULTURE



Konrad
Tyksiński



Comprehensive Introduction

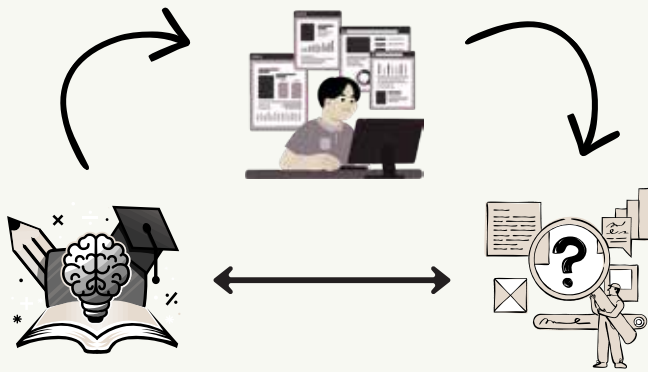
The rapid adoption of Generative Artificial Intelligence tools has shifted this technology beyond the realm of IT specialists, making it an important component for senior management strategies and a driver of changes in workforce structure. The implementation of these systems fundamentally changes the culture of knowledge sharing by codifying best practices, which democratizes access to information. Moreover it forces organizations to develop new methods for managing the risks associated with data inaccuracy.



Research Problem

The primary objective of this study is to analyze how the implementation of Generative Artificial Intelligence (GenAI) affects the transformation of knowledge sharing culture within an organization. At the same time, it seeks to focus on the potential of this technology to narrow the gap of information asymmetry. Additionally, the study aims to assess companies' readiness to minimize the risks associated with the rapid adoption of digital tools.

Methodology:



Analytical Hypotheses



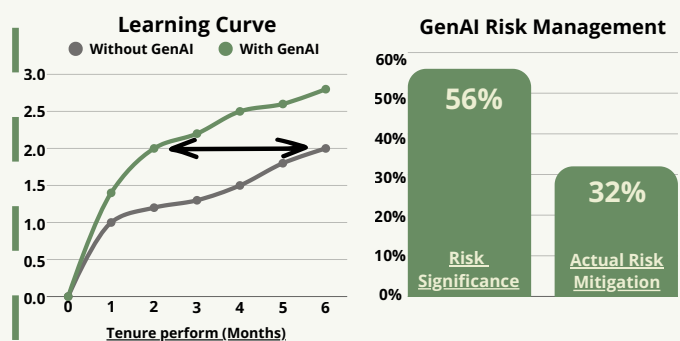
- 1 The Implementation of GenAI leads to the democratization of knowledge (leveling effect), benefiting employees with lower baseline skills.
- 2 There is a significant gap between the pace of technology adoption and organizations' readiness to mitigate risks associated with data inaccuracy.

Study Results

Research shows that GenAI has a leveling effect. The productivity of the least-skilled workers increases by as much as 34%, with negligible impact on experts. GenAI also drastically shortens the learning curve, as the technology allows employees with just 2 months of experience to match the productivity of those with over 6 months who work without such support.

The adoption of GenAI is rapid, as approximately 33% of surveyed companies use it regularly in their business operations. However, there is a significant gap in risk management. Although 56% of organizations identify data inaccuracy as the main threat, only 32% are taking steps to mitigate it. The pace of technology adoption is clearly outpacing the development of protective measures.

Statistical Findings



Conclusion

GenAI is redefining the culture of knowledge sharing by leveling the playing field and reducing information asymmetry. It shortens the time needed to master new skills, thereby supporting competency equity within organizations. Despite the rapid adoption of this tool, companies are taking few steps to mitigate risks related to data quality, so the key challenge is aligning the pace of innovation with security procedures while fostering a mature culture of data accountability.

References

1. Brynjolfsson, E., Li, D., & Raymond, L. R. (2023). *Generative AI at Work* (Working Paper No. 31161). National Bureau of Economic Research.
2. McKinsey & Company. (2023). *The state of AI in 2023: Generative AI's breakout year*. QuantumBlack, AI by McKinsey.



New models of organizational culture and Generation Z expectations toward the work environment

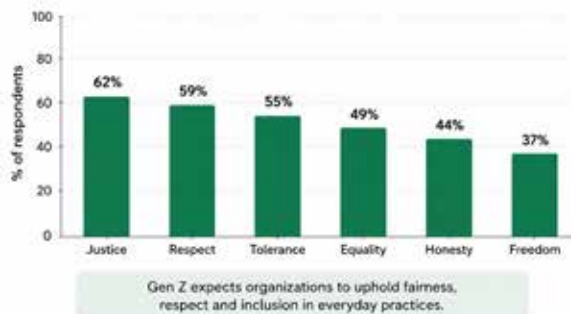
1 Why organizational culture is changing?

Modern organizations now operate in multigenerational teams, which creates differences in communication, learning styles, values, and work expectations. Recent studies show that Gen Z has helped normalize flexible and hybrid work, more open conversations about mental health, and stronger attention to purpose and values at work. At the same time, many organizations still struggle to adapt traditional structures and management styles to these expectations.

2 What Generation Z expects from work?

For Gen Z, work should support personal life, development, and meaningful contribution rather than dominate the whole identity of the employee. In the PARP report, Gen Z places high value on happiness, family, passions, ecology, independence, and health, and values justice, respect, tolerance, equality, honesty, and freedom in the workplace. A mismatch between company mission and personal values is one of the strongest reasons for rejecting an employer.

2. Values expected in the workplace culture (PARP report, 2023)



4 Well-being and flexibility

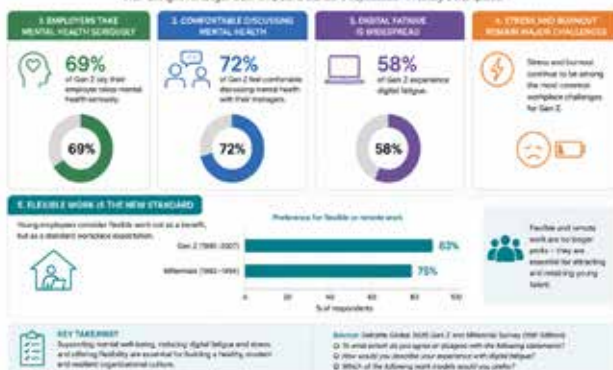
Well-being has become one of the key elements of organizational culture.

Deloitte data shows:

- 69% feel their employer takes mental health seriously,
- 72% feel comfortable discussing mental health with managers,
- 58% of Gen Z experience digital fatigue,
- stress and burnout remain major workplace challenges.

Flexible work is no longer treated as a benefit, but as a standard expectation among younger employees.

WELL-BEING AND FLEXIBILITY: KEY EXPECTATIONS OF GEN Z



References:

- Deloitte Global. 2026 Gen Z and Millennial Survey.
PARP. Pokolenie Z – czego oczekuje od pracodawców?
Work War Z Report, 2025.
Cubukcu Cerasi, C., & Balcioglu, Y. S. (2024). Administrative Sciences, 14(229).
Nowicka, J. (2025). Pokolenia baby boomers, X, Y, Z na rynku pracy.

Objective of the poster

The poster presents how organizational culture is changing under the influence of Generation Z and modern labor market transformations. The study focuses on changes in leadership, communication, flexibility, well-being, and employee expectations. It also compares Generation Z and millennials to show how workplace priorities have evolved in recent years.

3 Purpose, relationships and retention

Modern organizational culture is increasingly based on purpose and social connection.

According to Deloitte:

- 96% of Gen Z and 97% of millennials say purpose at work is important,
- 68% of Gen Z believe their work contributes positively to society,
- employees with close workplace friendships are more likely to stay longer in the organization.

Young employees expect leaders to:

- provide support,
- communicate clearly,
- offer feedback,
- create a collaborative environment.

3. RELATIONSHIPS DRIVE RETENTION

Employees with close workplace friendships are more likely to stay with their organization for longer.



5 Sustainable growth and future readiness

Generation Z and millennials increasingly value sustainable career development over rapid promotion. Only 25% of Gen Z and 21% of millennials prefer fast advancement, while just 6% see leadership as their main career goal. Stress, burnout, excessive responsibility, and poor work-life balance remain the main barriers to leadership. At the same time, organizations face challenges related to knowledge transfer and employee turnover. Deloitte reports that only about half of young employees believe their team could maintain performance if a key expert left the organization. These findings show that the future of organizational culture should focus on sustainable growth, collaboration, flexibility, mentoring, and shared responsibility within multigenerational teams.



The Role of Organizational Culture in Advancing Environmental and Social Goals

Julia WENCEL
Global Finance and
Accounting

This poster presents the concept of organizational culture and its influence on employee behavior and the functioning of enterprises. It also shows how organizational culture supports the achievement of social and environmental goals through various means.

This study aims to examine how organizational culture influences environmental and social performance and supports the implementation of ESG goals in enterprises.

Organizational culture is a set of values, norms, principles, and patterns of behavior existing within an enterprise that influences the way employees act, the relationships between them, and the achievement of organizational goals. It defines the way members of the organization think and behave and shapes the atmosphere and style of the company's functioning. The four main types are:

- Clan culture (collaboration, relationships, employee engagement)
- Adhocracy culture (innovation, creativity, flexibility)
- Market culture (results, competitiveness, efficiency)
- Hierarchy culture (control, stability, formalization)



Source: Heritage et al. (2014), PLOS ONE, 9(3), e92879

Organizational culture and social goals

Social goals relate to the company's relationships with employees and society.

Organizational culture influences these goals by:

- Creating a friendly work environment
- Supporting ethics and responsibility
- Social engagement
- Strengthening communication and cooperation
- Supporting employee wellbeing

Studies show that organizations with a strong and positive culture tend to have higher employee satisfaction, better teamwork, and stronger overall performance.



Source: Great Place To Work® Institute



Source: Source: Mukhtar et al. (2024), Social Responsibility Journal, 20(2), 288–304

Organizational culture and environmental goals

Environmental goals are related to activities aimed at protecting the natural environment and minimizing the company's environmental impact, through:

- Creating environmental awareness and encouraging management involvement
- Reducing CO₂ emissions.
- Innovation

Research shows that organizational culture serves as a foundation for green innovation by creating opportunities for sustainable growth.

References:

- Mukhtar B, Shad MK, Woon LF, Haider M, Waqas A (2024). "Integrating ESG disclosure into the relationship between CSR and green organizational culture toward green innovation". *Social Responsibility Journal*, Vol. 20 No. 2 pp. 288–304.
- Hofstede, G. (1980). Culture and organizations. *International studies of management & organization*, 10(4), 15–41.
- Heritage, B., Pollock, C., & Roberts, L. (2014). Validation of the organizational culture assessment instrument. *Plos one*, 9(3), e92879. www.greatplacetowork.com/resources/reports

Summing up, organizational culture plays a central role in the long-term success of enterprises by shaping employee engagement, organizational performance, and social and environmental outcomes. The four culture types contribute differently: clan culture fosters collaboration, adhocracy drives innovation, market culture promotes competitiveness, and hierarchy ensures stability and control. A strong and balanced culture promotes ethical conduct, employee well-being, and green innovation, thereby supporting ESG implementation and sustainable development.

Organizational Culture in the Face of Modern Challenges: Insights from the Gallup 2025 Report

Introduction

Organizational culture shapes how employees work, connect, and find meaning. Yet the Gallup 2025 State of the Global Workplace report – covering over 160 countries – reveals that something is fundamentally broken. Engagement has stalled. Stress is at historic highs. Belonging is eroding.

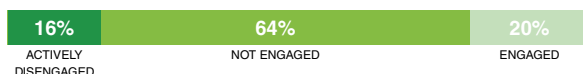
The Employee Engagement Crisis

For the **second consecutive year**, global engagement has fallen – now at its lowest since 2020, down from a peak of 23% in 2022. Each 1 percentage point equals ~21 million workers.

20%

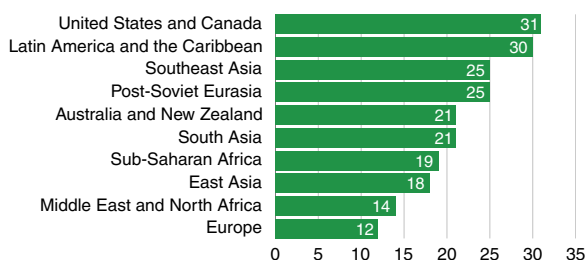
of employees are engaged globally

This means 80% of the global workforce is either not engaged or actively disengaged – costing the world economy an estimated **\$10 trillion** in lost productivity, or 9% of GDP.



Source: <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>

Employee Engagement By Region (2025)



References: <https://www.gallup.com/workplace/349484/state-of-the-global-workplace.aspx>; <https://www.empowerment-coaching.com/post/raport-gallupa-2025-kluczowe-wnioski>

Research Objective

This poster investigates how current global workplace challenges affect organizational culture. Based on Gallup's 2025 data, it identifies a cultural crisis driven by disengagement, declining wellbeing, and eroding belonging – and asks: what must leaders do to rebuild?

Employee Wellbeing

All negative emotion indicators remain above pre-pandemic levels. However, **global 'thriving'** (life evaluation) rose 1 point to **34%** – the first improvement in three years.



40%

Daily Stress

23%

Daily Sadness

22%

Daily Anger

22%

Daily Loneliness

Gallup 2025 reveals a striking **paradox**: Leaders report higher engagement and wellbeing than those they manage – yet their day-to-day emotional experience is far worse.

AI: The New Cultural Challenge

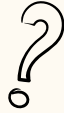
- **Only 12 %** of employees in AI-implemented organizations strongly agree that AI has transformed how work gets done.
- **23%** of workers in AI-using organizations fear their job will be eliminated within 5 years – rising to 32% in finance and tech.
- Employees whose manager actively supports AI use are **8.7x** more likely to see it as transformative.
- **65%** of U.S. workers say AI has had a positive impact on – yet macro-level benefits remain elusive.

Recommendations For Organizations

1. **Prioritize manager wellbeing** – Burned-out managers cannot build thriving teams. Support them first.
2. **Champion AI adoption from the top** – Managerial buy-in is the #1 driver of AI transformation.
3. **Measure culture at team level** – Company-wide scores hide dysfunction. Act on team-level data.
4. **Address job insecurity proactively** – Transparent communication about AI's role builds trust.
5. **Invest in intrinsic motivation** – Meaningful, autonomous work boosts engagement globally.

INTRODUCTION – THE CONTEXT OF CREATIVITY AND INNOVATION

Modern organizations operate in conditions of instability and rapidly changing environments. In such circumstances, the ability to initiate and adapt to change becomes particularly important. Employee creativity can stimulate organizational change and support the development of new and useful ideas. The creative potential of employees is therefore an important organizational resource that can contribute to development and increased competitiveness.



WHAT IS EMPLOYEE CREATIVITY?

Creativity refers to the ability to generate ideas or solutions that are both new and useful in a given context. It is related to a way of thinking that involves identifying relationships between different elements and combining them in unconventional ways. The level of creativity depends both on individual characteristics, such as experience and thinking style, and on environmental stimuli present in the workplace.



THE ROLE OF EMPLOYEE CREATIVITY IN ORGANIZATIONS

Employee creativity refers to the individual potential of a person, including resourcefulness, entrepreneurship, and the ability to generate new ideas. Organizations seek employees capable of creative thinking and problem solving because their ideas can lead to new products, services, or ways of operating. Employee creativity therefore plays an important role in supporting organizational creativity and innovation processes.



BENEFITS OF EMPLOYEE CREATIVITY

Employee creativity can be an important source of competitive advantage for organizations. Creative ideas make it possible to develop new solutions, improve processes, and create new products and services. Organizations search for innovative ideas and creative employees through initiatives such as innovation competitions and systems rewarding creative suggestions. Using the creative potential of employees can strengthen the competitiveness and development of the organization.



BARRIERS AND CHALLENGES TO CREATIVITY

Employee creativity can be limited by various organizational and individual factors. Barriers may include unfavorable working conditions, financial or technical constraints, and psychosocial factors such as fear of failure or lack of confidence in success. Excessive control, overly demanding expectations, and a lack of managerial support may also reduce creative thinking and limit employees' willingness to generate new ideas.



CONDITIONS SUPPORTING CREATIVITY AND INNOVATION

The development of creativity in organizations is strongly related to the work environment. Important factors include management style, communication methods, workplace atmosphere, and organizational support for innovation. Creativity is supported by employee autonomy, opportunities to take initiative, and constructive feedback from managers. It is also important to create an organizational climate that encourages employees to propose new ideas and search for innovative solutions.



References:

1. https://dbc.wroc.pl/Content/36351/PDF/Krajewska-Nieckarz_Uwarunkowania_Kreatywnosci_Pracownikow_i_Tworzcosci_Organizacyjnej_2016.pdf
2. <http://cejsh.icm.edu.pl/cejsh/element/bwmeta1.element.cejsh-acf7cc84-bf31-46a2-9d8e-a871653dc7c5>

DIGITAL TRANSFORMATION AND ORGANIZATIONAL ADAPTABILITY

Introduction

Modern organizations operate in a dynamic and constantly changing environment in which the development of digital technologies significantly influences their modes of operation and business models. Digital transformation involves the implementation of modern technologies as well as the adaptation of strategies and processes to new market conditions. Therefore, an organization's ability to adapt becomes of key importance, enabling it to respond effectively to change and to take advantage of emerging opportunities.

Digital transformation is a process of organizational change resulting from the implementation of digital technologies, leading to a transformation in the way a company operates. It includes, among other things, the use of information systems, process automation, and data analytics, supporting decision-making and increasing operational efficiency.

Areas of technological support:

- technical infrastructure
- system and communication infrastructure
- application software
- integration of business processes with partners

Organizational adaptability refers to the ability to function and develop in a changing environment by flexibly adjusting to new conditions and leveraging emerging opportunities.

It is reflected in:

- the organization's ability to respond to environmental changes
- the ability to adapt processes and strategies
- the capacity to implement new technological solutions
- a flexible approach to management and decision-making

TECHNOLOGY
↓
CHANGES IN PROCESSES
↓
ORGANIZATIONAL ADAPTATION
↓
EFFECTIVE USE OF TECHNOLOGY



Digital transformation provides organizations with new tools and technologies that change the way processes operate and decisions are made. However, the mere implementation of technology does not guarantee success. The key factor is an organization's ability to adapt, which enables the effective use of new solutions and the achievement of intended outcomes.

DIGITAL TRANSFORMATION → PROVIDES TECHNOLOGIES AND INITIATES CHANGES
ORGANIZATIONAL ADAPTABILITY → DETERMINES THE EFFECTIVENESS OF THEIR USE

TEKST AKAPITU



Digital transformation is a significant driver of change in the functioning of modern organizations; however, its effectiveness does not depend solely on the implementation of technology. The key factor is an organization's ability to adapt, including operational flexibility, the development of competencies, and the ability to adjust processes and strategies. Only the combination of modern technologies with a high level of adaptability enables the achievement of tangible benefits and increased organizational efficiency.

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2. <https://lexdigital.pl/transformatcja-cyfrowa/>
3. https://dspace.uni.lodz.pl/bitstream/handle/11089/55774/Karas_Transformatcja_cyfrowa_-oa.pdf?sequence=1&isAllowed=y
4. https://cmq.uek.krakow.pl/wp-content/uploads/sites/27/2022/12/CMQ2022_M3PL_FINAL.pdf
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CHIPS ACT: FROM OFFSHORING TO US SEMICONDUCTOR INDUSTRY REVIVAL?



Identifying the reasons of introducing and the impact of the CHIPS and Science Act on the American semiconductor industry, and attempting to forecast potential future consequences.

Source: Liberto (2025).

REASONS FOR INTRODUCING CHIPS ACT

- Chips are the lifeblood of the modern economy, powering the core technology that runs everything from automobiles and smart phones to nuclear submarines, aerospace, and quantum systems.
- Chinese Taipei, Republic of Korea, the People's Republic of China (PRC), Japan, and Singapore, together accounted for some 80% of the world's total wafer fabrication capacity in the 2018-2023 period.
- The capacity for chip manufacturing in the U.S. has declined from nearly 40% of global supply in 1990 to its current standing at 12%.
- Taken together, the above factors constitute the weaponization of global supply chains, creating a real threat to national security and economic stability.



Allocation of about \$53 billion for American semiconductor business:

- 1) \$39 bln - manufacturing incentives
- 2) \$11 bln - R&D
- 3) \$2,2 bln - workforce development
- 4) \$500 mln - Security for ICT and SCA

Furthermore, The act offers 25% investment tax credits for manufacturing equipment costs.

Source: Kanne-Youngs (2022).

EFFECTS AND POTENTIAL FUTURE OUTCOMES OF THE ACT:

- Since implementation, over 80 semiconductor projects have been announced across 25 states, amounting to an estimated \$450 billion of private sector investment.
- Estimates that the CHIPS Act will help create 44,000 direct jobs in the semiconductor industry.
- Projects that by 2033, the U.S. will capture 28% of the global market share in advanced logic chips, nearly tripling its current share.
- Alongside the Inflation Reduction Act and the Infrastructure Investment and Jobs Act, the CHIPS Act has helped drive over \$988 billion in private investment and \$630.3 billion in public infrastructure spending across U.S. electronics, clean energy, and industrial manufacturing.
- The U.S. is also expected to increase its share of global semiconductor chip production from 18% to 41% by 2037.



Semiconductors play a critical role in modern economies and national security. This study examined the effects of the 2022 CHIPS and Science Act on the U.S. semiconductor industry. With \$52 billion in public funding, the Act has triggered over \$450 billion in private investments, supported job creation, and strengthened research and development, contributing to improved supply chain resilience and a potential increase in the U.S. share of advanced chip production in the coming years.

Source: Semiconductor Industry Association (2024)

References:

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Young, M., Hwang, S., & Xing, Y. (2022). From Redebbs to Blue Chips? Semiconductor Industry Deal Value Changes in Transition (+12% -39.73%) Hung, A.-H. C. CHIP LEGISLATIVE ENDEAVORS IN THE UNITED STATES AND CHINA

Artificial Intelligence in Management: Revolution or Evolution of Decision-Making?

Background

Artificial intelligence is increasingly used to support managerial decision-making by processing large datasets, generating recommendations and automating selected tasks. However, its role remains ambiguous: does AI radically transform management, or does it mainly extend existing decision-making practices?

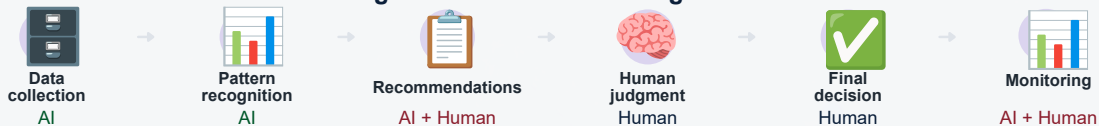
Research Objective

The objective of this poster is to assess whether AI represents a revolutionary shift or an evolutionary development in management decision-making.
Research question:
Does AI replace managerial judgment, or mainly augment it?

Methodology

This poster uses a literature review and conceptual analysis to compare automation- and augmentation-oriented views of AI in managerial decision-making.
Limitation:
The study does not include primary empirical research.

AI-Augmented Decision-Making Process



Revolution vs Evolution

Revolution

- Faster data processing
- Large-scale pattern recognition
- Automation of routine tasks
- Generative AI supports analysis and strategy

Evolution

- Human judgment remains necessary
- Builds on existing decision theories
- Gradual integration into workflows
- Governance and accountability remain human-led

AI is revolutionary in capability, but evolutionary in managerial practice.

Managerial Implications

- Treat AI as a decision-support system, not a replacement for managers
- Build transparent governance and accountability mechanisms
- Develop employees' AI literacy and critical judgment
- Combine algorithmic analysis with human responsibility

Risks and Limitations

- ⚠️ Algorithmic bias
- ⚠️ Lack of explainability
- ⚠️ Data quality problems
- ⚠️ Overreliance on automated recommendations
- ⚠️ Unclear responsibility
- ⚠️ Privacy and compliance issues

AI in Management Areas

Area	AI role	Human Role
Finance 	Forecasting, risk alerts	Accountability
HR 	Screening, analytics	Ethical evaluation and final choice
Marketing 	Segmentation, trend detection	Brand strategy and understanding
Operations 	Planning, optimization,	Prioritization
Strategy 	Scenario analysis, competitive intelligence	Long term vision and responsibility

Empirical Evidence

Human-AI collaboration

AI is most valuable when it augments human decision-making rather than fully replacing managers.

Jarrah (2018); Raisch & Krakowski (2021)

Automation-augmentation tension

AI automates routine tasks, but strategic decisions require interpretation and accountability.

Shrestha et al. (2019)

Productivity and analytical support

Generative AI improves efficiency in knowledge work and information processing.

Noy & Zhang (2023); Brynjolfsson, Li & Raymond (2023)

Governance challenge

Trust, explainability, bias and accountability remain key barriers to AI adoption.

OECD (2025)

15% productivity increase

Generative AI assistance increased customer support productivity by 15% on average in a study of 5,172 agents.

Brynjolfsson, Li & Raymond (2023)

55.8% faster task completion

Developers using GitHub Copilot completed a coding task 55.8% faster than the control group.

Peng et al., 2023

Human oversight remains necessary

AI-supported decisions require interpretation, verification and accountability.

Jarrah (2018); OECD (2024)

Key interpretation

AI improves speed and efficiency, but does not remove the need for human judgment, verification and accountability.

Emerging Concept Assessment

Is it truly new?

AI is not entirely new as a decision-support idea, but generative AI changes the scale, speed and accessibility of analytical support.

Life-cycle stage

AI in management is moving from experimentation toward early institutionalization in business processes.

Business significance

Its key value lies in augmenting managerial judgment, improving analytical capacity and reshaping governance mechanisms.

From decision support to decision augmentation:

Decision Support Systems → Business Intelligence → Machine Learning → Generative AI → Human-AI Decision-Making

Main conclusion:

AI is revolutionary in technological capability, but evolutionary in managerial practice.
It changes how managers collect, process and interpret information, but does not eliminate the need for human judgment, responsibility and contextual understanding.

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