

”Dunărea de Jos” University of Galați

Scientific Conference of Doctoral Schools

**Perspectives and challenges in doctoral Research
14th Edition of SCDS-UDJG
11th and 12th of June 2026**

BOOK OF ABSTRACTS



”Dunărea de Jos” University of Galați
DOCTORAL SCHOOL OF ECONOMIC SCIENCES

Scientific Conference of Doctoral Schools

Perspectives and challenges in doctoral Research

14th Edition of SCDS-UDJG

11th and 12th of June 2026

BOOK OF ABSTRACTS

CONFERENCE CHAIR

Gabriela RÂPEANU – President of the Council for Doctoral Studies of UDJG (CSUD-UDJG)

INTERNATIONAL SCIENTIFIC COMMITTEE

Irinel POPESCU, “Dunarea de Jos” University of Galati, Romania
Gerassimos A. ATHANASSOULIS, Technical University of Athens, Greece
Victor Alexander TIBERIUS, University of Potsdam, Germany
Yogesh DWIVEDI, Swansea University, Wales, UK.
Domingo Ribeiro SORIANO, Universitat de València, Spain
Aurel NECHITA, “Dunarea de Jos” University of Galati, Romania
Gabriela BHRIM, “Dunarea de Jos” University of Galati, Romania
Mariana BERNARDINO, University of Lisbon, Portugal
Alin Laurențiu TATU, “Dunarea de Jos” University of Galati, Romania
Polidor-Paul BRATU, Academy of Technical Sciences of Romania, Romania
Andreas BUND, Technical University Ilmenau, Germany
Cătălin FETECĂU, “Dunarea de Jos” University of Galati, Romania
Bart VAN DER BRUGGEN, Catholic University of Leuven, Belgium
Leandru Gheorghe BUJOREANU, Gheorghe Asachi Technical University of Iasi, Romania.
Nicolae BUZBUCHI, Constanta Maritime University, Romania
Ionel CÂNDEA, Romanian Academy, Romania
Daniel CONDURACHE, Gheorghe Asachi Technical University of Iasi, Romania
Victor CRISTEA, “Dunarea de Jos” University of Galati, Romania
Antoaneta ENE, “Dunarea de Jos” University of Galati, Romania
Elvira FORTUNATO, New University of Lisbon, Portugal
Yordan GARBATOV, University of Lisbon, Portugal
Adinel GAVRUS, National Institute of Applied Sciences of Rennes, France
Anton HADAR, University "Politehnica" of Bucharest, Romania
Ionel MANGALAGIU, "Al. I. Cuza" University, Iasi, Romania.
Rodrigo MARTINS, New University of Lisbon, Portugal.
Michael METZELTIN, University of Vienna, Austria
Andreas MUSOLFF, University of East Anglia, Norwich, UK
Viorica MUȘAT, “Dunarea de Jos” University of Galati, Romania
Cristian NICHITA, University of Le Havre, France.
Khalil MD NOR, University of Technology, Malaysia
Aurel NECHITA, “Dunarea de Jos” University of Galati, Romania
José Luis PÉREZ-DIAZ, Universidad de Alcalá, Spain
Natasa POKLAR ULRIH, University of Ljubljana, Slovenia
Cristian PREDESCU, University "Politehnica" of Bucharest, Romania.
Domingo RIBEIRO SORIANO, Valencia University, Spain
Boris RUBINSKY, University of California at Berkeley, USA
Roxana SÂRBU, Academia de Studii Economice, Bucharest, Romania
Monica SIROUX, INSA, Strasbourg, France
Elena-Brândușa STEICIUC, “Stefan cel Mare” University, Suceava, Romania
Daniela TARNIȚĂ, University of Craiova, Romania
Ion VISA, “Transilvania” University, Brasov, Romania

Xiaoshuan ZHANG, China Agricultural University, China

Elena ZUBCOV, Institute of Zoology, Academy of Sciences, Republic of Moldova

Petru NICULIȚĂ, The Academy of Agricultural and Forestry Sciences

Tiberiu IANCU, King Michael I University of Life Sciences of Timișoara

Stejarel BREZULEANU, Ion Ionescu de la Brad University of Life Sciences of Iași

Horațiu Felix ARION, University of Agricultural Sciences and Veterinary Medicine of Cluj-Napoca

Adrian Turek RAHOVEANU, University of Agronomic Sciences and Veterinary Medicine of Bucharest

ORGANIZING COMMITTEE

Eugen RUSU
Luminița MORARU
Nicoleta IFRIM
Dana TUTUNARU

Daniela Laura BURUIANĂ
Elena MEREUȚĂ
Iuliana APRODU
Mihaela Liliana MOGA
Alexandru CĂPĂȚÎNĂ

Adrian MICU
Mihaela NECULIȚĂ
Cristian Dragoș OBREJA
Nicoleta BOGATU

SECTION COMMITTEE

SCIENTIFIC COMMITTEE

Adrian MICU
Alexandru CĂPĂȚÎNĂ

ORGANIZING COMMITTEE

Nicoleta CRISTACHE
Gianita BLEOJU

EDITED BY

CONFERENCE PROGRAMME

TABLE OF CONTENTS

PLENARY LECTURES (ALL SECTIONS)

PL8

MARKETING 6.0: TOWARDS HUMANISTIC, SUSTAINABLE AND AI-AUGMENTED VALUE CREATION

Samuel Mayol^a

^aUniversité Sorbonne Paris Nord, France

Corresponding author: samuel.mayol@univ-paris13.fr

ABSTRACT

This presentation explores the emerging paradigm of Marketing 6.0, which builds on the evolution from transactional marketing to customer-centric, values-driven and technology empowered approaches. Marketing 6.0 integrates humanistic values, sustainability concerns and advanced artificial intelligence to design marketing systems that simultaneously create economic, social and environmental value. Drawing on recent conceptual developments in technology-enabled marketing, stakeholder theory and transformative service research, the contribution outlines the main principles of Marketing 6.0 and discusses how data, algorithms and intelligent interfaces can support more inclusive, ethical and responsible market practices. Particular attention is paid to the role of AI in understanding vulnerable consumers, reducing information asymmetries and fostering longterm trust between firms, citizens and institutions. The presentation also examines managerial implications for strategy, branding and customer experience design, highlighting the tensions between hyper-personalisation, privacy protection and societal well-being. It finally proposes avenues for future research on the governance, regulation and measurement of Marketing 6.0 practices, with the aim of contributing to the construction of more resilient and equitable market ecosystems.

Key words: Marketing 6.0, AI-augmented marketing, sustainability, humanistic marketing, stakeholder value, ethics, customer experience, responsible innovation

1. ORAL PRESENTATION

SECTION 12: EMERGING TRENDS IN MANAGEMENT AND MARKETING

OP.12.1

THE MUNICIPALITY AS A SMART MARKETING ACTOR IN THE BLUE ECONOMY: USING AI TO SHAPE WATERFRONT IDENTITY, TOURISM, AND COMMUNITY ENGAGEMENT

Alina Constina Radu (Bocăneală)^a, Adrian Micu^a, Alexandru Căpățină^a, Gianita Bleoju^a, Rozalia Manuela Gabor^b

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

^b"George Emil Palade" University of Medicine, Pharmacy, Science and Technology of Târgu Mureș, Faculty of Economics and Law, Romania

Corresponding author: bocanealaalina@gmail.com

ABSTRACT

Waterfront cities play a strategic role in the development of the Blue Economy, operating at the intersection of tourism, local identity, marine resources, and community engagement. In this context, municipalities are increasingly required to move beyond their traditional role as administrative bodies and act as proactive, strategic marketing actors capable of shaping territorial attractiveness and sustainable development. This research explores how artificial intelligence can support municipalities in redefining their role as "smart marketing actors" within Blue Economy ecosystems. Building on the premise that cities must better understand and engage their stakeholders, the study investigates how AI-driven tools can enhance data analysis, citizen insights, and communication strategies in waterfront environments. The paper proposes a conceptual framework that integrates urban marketing, public sector innovation, and AI applications, with a focus on shaping waterfront identity, improving tourism positioning, and fostering community participation. Particular attention is given to the potential of AI to enable more personalized, adaptive, and evidence-based decision-making processes, supporting municipalities in aligning policy objectives with local needs and expectations. By linking theory with emerging practices, the research aims to contribute to the development of scalable and transferable approaches that can be applied across waterfront regions. Ultimately, it highlights the role of innovation in strengthening the connection between public policy, local communities, and sustainable economic development within the Blue Economy.

Key words: Blue Economy, Waterfront cities, Smart cities, Urban marketing, Artificial intelligence (AI)

OP.12.2

CONVERGENCE BETWEEN SUSTAINABLE MANAGEMENT AND GREEN MARKETING: A BIBLIOMETRIC ANALYSIS OF EMERGING TRENDS

Valentina Butmalai^a, Nicoleta Cristache^a, Alina-Florentina Săracu^a, Irina Olimpia Susanu^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: valentina.butmalai14@gmail.com

ABSTRACT

In our contemporary world, sustainable management has become an essential pilon of central strategy of a company, especially in the context of strict regulations on ESG. This paper investigates the intersection between sustainability management and green marketing strategies, exploring how internal responsibility policies influence market competitiveness. The research uses a bibliometric method based on the analysis of metadata extracted from international database Web of Science for the period 2022 – March 2026. The visualization and mapping of knowledge networks are carried out using the VOSviewer software, applying keyword co-occurrence analysis techniques and cluster density visualization.

Key words: Sustainability Management, Green Marketing, VOSviewer, ESG, Emerging Trends

OP.12.3

NAVIGATING THE DIGITAL NEXUS: THE INTERPLAY BETWEEN BRAND IDENTITY AND SOCIAL ECOSYSTEMS

Georgiana Vernis^a, Irina Olimpia Susanu^a, Alina Matric^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: georgiana_verniss@yahoo.co.uk

ABSTRACT

Background: The proliferation of social media platforms has restructured brand communication, creating both opportunities and tensions for organizations navigating increasingly fragmented digital environments. Despite growing academic interest, the interdependence between brand strategy and digital strategy within social media ecosystems remains significantly underexplored.

Objective: This study examines how organizations conceptualize and adapt brand identity at the intersection of brand and digital strategy within social media ecosystems.

Methods: A systematic literature review was conducted using Scopus and Web of Science (2019–2026), complemented by a VOSviewer bibliometric analysis generating keyword co-occurrence maps and co-citation networks to identify intellectual streams and conceptual gaps.

Results: Brand identity has evolved into a co-created, multi-dimensional construct shaped by platform algorithms, consumer interactions, and organizational communication strategies simultaneously.

Conclusions: Brand and digital strategies are reciprocally interdependent. Organizations integrating both within a unified ecosystem framework demonstrate stronger brand equity, deeper consumer engagement, and greater digital resilience.

Key words: brand identity, digital strategy, social media ecosystems, brand-digital interdependence, digital transformation

OP.12.4

LEVERAGING ARTIFICIAL INTELLIGENCE TO FOSTER AUTONOMY: A NEW PARADIGM IN EDUCATIONAL COMMUNICATION

Florentina Manea (Sbîrneă)^a, Adrian Micu^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: florentina.manea@ugal.ro

ABSTRACT

This paper examines the role of Artificial Intelligence (AI) in reshaping educational marketing by moving institutional communication beyond standardized promotion toward more personalized forms of guidance. The study explores how AI-supported communication can help prospective students reflect more critically on their educational interests, career goals, and decision-making processes. Using a mixed-methods approach, the research combines qualitative analysis of educational marketing campaigns with quantitative research conducted among academic stakeholders. Its main objective is to propose a responsible framework for AI-assisted educational communication, focused on supporting autonomy, critical thinking, and informed choice. The paper proposes that AI should function as a facilitator of dialogue and reflection, rather than as a substitute for human judgment. Its originality lies in repositioning educational marketing as a tool for strengthening cognitive autonomy in the digital age.

Key words: educational marketing, artificial intelligence, student autonomy, critical thinking, educational communication

OP.12.5

RURAL MARKETING AND ACCESS TO FINANCIAL SUPPORT THROUGH APIA: AN APPLIED ANALYSIS OF THE PROMOTION STRATEGIES OF ROMANIAN FARMERS

Camelia-Raluca Caldare-Moldovan (Avrămescu)^a, Adrian Micu^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: cameliavramescu@yahoo.com

ABSTRACT

This paper analyzes the role of rural marketing in facilitating access to financial support through the Agency for Payments and Intervention in Agriculture (APIA), focusing on an applied examination of the promotion strategies adopted by Romanian farmers. The study highlights how effective communication, information dissemination, and marketing practices influence farmers' awareness, understanding, and utilization of available funding schemes. From a theoretical standpoint, the research integrates concepts from rural marketing, public policy communication, and consumer behavior, emphasizing the importance of targeted promotional strategies in increasing participation in financial support programs. The paper also considers the specific characteristics of rural environments in Romania, such as limited access to information channels, varying levels of digital literacy, and reliance on local networks. Methodologically, the study is based on an applied analysis combining qualitative and quantitative approaches, including surveys among farmers and case studies of successful promotion strategies. The research evaluates the efficiency of communication tools such as local campaigns, digital platforms, advisory services, and institutional partnerships in improving the absorption rate of APIA funds. The findings reveal that tailored marketing strategies, improved transparency, and stronger collaboration between institutions and rural stakeholders significantly enhance farmers' access to financial support. The paper contributes to the development of more effective rural marketing policies and supports sustainable agricultural development by promoting better utilization of public funding mechanisms in Romania.

Key words: purchasing behavior, agricultural machinery, decision-making, economic factors, behavioral modeling

OP.12.6

THEORETICAL AND METHODOLOGICAL APPROACHES TO MODELING THE PURCHASING BEHAVIOR OF AGRICULTURAL MACHINERY

Aurelian-Cosmin Balan^a, Adrian Micu^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: cosmin@agroprogress.ro

ABSTRACT

This paper explores the theoretical and methodological approaches to modeling the purchasing behavior of agricultural machinery, with a focus on the decision-making processes of farmers and agricultural enterprises in a business-to-business (B2B) context. The study highlights the complexity of purchasing behavior in this sector, which is shaped by a combination of economic, technological, social, and institutional factors. From a theoretical perspective, the research integrates concepts from consumer behavior theory, industrial marketing, and investment decision-making, emphasizing the predominance of rational and economically driven choices due to the high value and long-term impact of agricultural machinery investments. At the same time, behavioral influences such as risk perception, experience, and peer recommendations are also considered. Methodologically, the paper reviews and proposes a framework based on both qualitative and quantitative approaches, including survey-based analysis, econometric modeling, and predictive techniques. The decision-making process is examined as a multi-stage sequence involving need recognition, information search, evaluation of alternatives, purchase decision, and post-purchase assessment. The findings underline the importance of financial mechanisms (such as leasing and public subsidies), technological innovation, and market information in shaping purchasing decisions. The study contributes to a better understanding of how agricultural stakeholders evaluate and select machinery, offering insights for manufacturers, policymakers, and researchers interested in improving market strategies and supporting sustainable agricultural development.

Key words: purchasing behavior, agricultural machinery, decision-making, economic factors, behavioral modeling

OP.12.7

THE IMPACT OF DIGITALIZATION STRATEGIES IN THE MANAGEMENT POLICY OF PUBLIC INSTITUTIONS

Alexandru Sebastian Chihaia^a, Alexandru Capățină^a, Adrian Micu^a, Geanina Colan^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: sebastian.chihaia@gmail.com

ABSTRACT

Digitalization represents one of the main drivers of transformation in contemporary public administration, significantly influencing the formulation and implementation of management policies. This paper analyzes the impact of digitalization strategies on the efficiency, transparency, and quality of services provided by public institutions. In this context, the main strategic directions adopted at the organizational level are highlighted, such as process automation, the use of digital platforms, and the integration of emerging technologies. The study also discusses the benefits of digitalization, including the reduction of bureaucracy, improved service accessibility, and enhanced interaction with citizens, as well as the associated challenges, such as resistance to change, lack of digital skills, and cybersecurity risks. The analysis emphasizes the essential role of a coherent strategic vision and leadership in the effective implementation of digital transformation. In conclusion, digitalization is not only a technological tool but also a strategic factor that reshapes management policies in public institutions, contributing to the development of a modern, performance-oriented, and citizen-centered administration.

Key words: digitalization, public administration, digital strategies, public management, digital transformation, organizational efficiency, public services, innovation, e-governance, cybersecurity

OP.12.8

DIGITAL MARKETING STRATEGIES IN THE AGE OF ARTIFICIAL INTELLIGENCE AND DATA-DRIVEN PERSONALIZATION: EMERGING TRENDS AND COMPETITIVE IMPLICATIONS

Gul Bilal^a, Adrian Micu^a, Irina Olimpia Susanu^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: bilalgur23@gmail.com

ABSTRACT

Digital marketing has evolved significantly in recent years, driven by rapid technological advancements, the proliferation of data, and the increasing integration of artificial intelligence. In this dynamic environment, organizations are redefining their marketing strategies to better engage consumers, enhance personalization, and improve overall performance. This paper aims to analyze the latest trends in digital marketing, focusing on the role of artificial intelligence, big data analytics, automation, and omnichannel communication in shaping modern marketing practices. The study examines how advanced technologies enable real-time data processing, predictive analytics, and highly personalized customer experiences, allowing companies to target audiences more effectively and optimize decision-making processes. Additionally, it highlights the growing importance of content marketing, influencer marketing, and interactive platforms in building brand loyalty and fostering consumer engagement. Special attention is given to the ethical and regulatory challenges associated with data usage, including privacy concerns and the need for transparency in algorithmic decision-making. Furthermore, the paper identifies key challenges faced by organizations, such as increasing competition in digital spaces, rapid technological change, and the need for continuous adaptation of skills and strategies. The findings suggest that successful digital marketing strategies require an integrated, data-driven approach, supported by innovation, agility, and a strong customer-centric orientation. Ultimately, digital marketing is no longer just a promotional tool, but a strategic function essential for achieving sustainable competitive advantage.

Key words: digital marketing, artificial intelligence, data-driven strategies, personalization, consumer engagement

OP.12.9

ADAPTIVE COMMUNICATION AND ITS IMPACT ON LEADERSHIP IN ORGANIZATIONS

Doru Hututui^a, Irina Olimpia Susanu^a, Monica Răducan^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: doruhututui@gmail.com

ABSTRACT

This topic explores the role of adaptive communication in enhancing leadership effectiveness within organizations. Adaptive communication refers to a leader's ability to adjust communication style, message, and channels based on the context, audience, and organizational dynamics. The study highlights that leaders who employ adaptive communication strategies are better equipped to motivate employees, manage conflicts, and foster collaboration. By aligning communication approaches with individual and team needs, leaders can improve trust, engagement, and overall organizational performance. From a methodological perspective, the analysis integrates both qualitative insights (such as leadership behavior and employee perception) and quantitative indicators (including performance outcomes and engagement levels). The findings suggest that adaptive communication significantly contributes to effective leadership, particularly in dynamic and complex organizational environments.

Key words: adaptive communication, leadership, organizational behavior, employee engagement, organizational performance

OP.12.10

MANAGING CROWD DYNAMICS IN THE DIGITAL ERA: INTEGRATING SMART TECHNOLOGIES AND BEHAVIORAL INSIGHTS FOR EFFECTIVE HUMAN FLOW MANAGEMENT

Marius Iosif^a, Nicoleta Cristache^a, Irina Olimpia Susanu^a, Monica Răducan^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: iosif.marius89@yahoo.com

ABSTRACT

The management and dynamics of large groups of people have become increasingly complex in the context of urbanization, large-scale events, and evolving security requirements. Recent

advancements in digital technologies and data analytics have significantly transformed the ways in which crowd behavior is monitored, analyzed, and managed. This paper explores contemporary approaches to crowd management, emphasizing the integration of smart technologies such as artificial intelligence, Internet of Things (IoT) sensors, real-time data analytics, and predictive modeling. The study highlights how these technologies enable improved understanding of human behavior in dense environments, facilitating the anticipation of risks, optimization of crowd flow, and enhancement of safety measures. Additionally, it examines the role of behavioral science in interpreting crowd responses and decision-making processes, contributing to more adaptive and human-centered management strategies. The paper also discusses the application of simulation models and digital twins in planning and managing large-scale events, transportation hubs, and urban public spaces. Furthermore, attention is given to the challenges associated with implementing advanced crowd management systems, including data privacy concerns, ethical implications, system interoperability, and the need for interdisciplinary expertise. The findings suggest that effective crowd management in the contemporary context requires a holistic approach that combines technological innovation with behavioral insights and strategic planning. Ultimately, the integration of smart systems and adaptive management practices enhances resilience, safety, and efficiency in environments characterized by high population density.

Key words: crowd management, crowd dynamics, smart technologies, artificial intelligence, behavioral analysis

OP.12.11

MARKETING STRATEGIES IN THE AUTOMOTIVE INDUSTRY IN THE ERA OF ELECTRIFICATION AND DIGITALIZATION: INNOVATIVE APPROACHES FOR ENHANCING COMPETITIVENESS

Alina Matric^a, Oana Pricopoaia^a, Adrian Micu^a, Irina Olimpia Susanu^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: alinamatric@yahoo.com

ABSTRACT

The automotive industry is undergoing profound transformations, driven by the transition to electric mobility, accelerated digitalization, and changing consumer behavior. In this context, marketing strategies have become a key factor in brand differentiation and in strengthening customer relationships. This paper analyzes the main contemporary trends in automotive marketing, highlighting the role of digital technologies, offer personalization, and customer experience in the purchasing decision-making process. The study explores the use of modern marketing tools such as big data analytics, artificial intelligence, content marketing, and social media platforms, which enable more targeted and interactive communication with consumers. Furthermore, it examines new strategic directions shaped by the growing interest in electric vehicles and sustainability, including brand repositioning and the adaptation of marketing messages to consumers' environmental values. At the same time, the paper addresses current challenges in the industry,

such as intensifying competition, market volatility, and the need to integrate digital technologies into marketing processes. The conclusions emphasize that success in contemporary automotive marketing depends on organizations' ability to adopt innovative, customer-centric strategies supported by technology and aligned with sustainable development.

Key words: automotive marketing, digitalization, electric vehicles, customer experience, sustainability

OP.12.12

THE STRATEGIC ROLE OF THE ENTREPRENEUR IN SMEs

Mihaela Neicu (Bandila)^a, Liliana Mihaela Moga^a, Gabriela Varia^b,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

^bNational University of Political Studies and Public Administration, Bucharest, România

Corresponding author: neicu.mihaela@yahoo.com

ABSTRACT

Small and medium-sized enterprises (SMEs) play a vital role in economic growth, innovation, and employment. This paper examines how entrepreneurial orientation who is defined by innovation, proactivity, and risk-taking, drives SME performance. Based on recent literature, it highlights the entrepreneur's role as a strategic leader and resource integrator in dynamic and resource-constrained environments. The paper also identifies key research limitations, particularly regarding methodological approaches and the underrepresentation of emerging economies. The findings suggest that entrepreneurial capabilities, combined with ecosystem factors, are critical for achieving sustainable competitive advantage.

Key words: small and medium-sized enterprises, entrepreneurs' role, key research limitations

MODERNIZING MANAGERIAL CONTROL IN PUBLIC INSTITUTIONS: INTEGRATING DIGITALIZATION, RISK MANAGEMENT, AND INTELLIGENT GOVERNANCE

Sabin Murariu^a, Oana Pricopoaia^a, Nicoleta Cristache^a, Irina Olimpia Susanu^a, Monica Raducan^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: murariu.sabin@gmail.com

ABSTRACT

In the context of accelerated transformations in the public sector, driven by digitalization, increasing demands for transparency, and enhanced institutional accountability, managerial control is redefining its role and functionality. This paper analyzes recent developments in the field of managerial control within public institutions, with a focus on the integration of digital technologies, intelligent monitoring systems, and modern risk management approaches. The study highlights the transition from traditional control mechanisms, primarily focused on compliance, to a proactive model centered on performance, prevention, and adaptability. In this regard, contemporary tools used in managerial control processes are examined, including digital reporting platforms, real-time performance indicators, risk-based internal audit, and the use of artificial intelligence in institutional data analysis. The paper also addresses the role of organizational culture and leadership in the effective implementation of these mechanisms, emphasizing the need to develop digital and managerial competencies among public employees. At the same time, the main challenges associated with this modernization process are identified, including resistance to change, regulatory complexity, cybersecurity risks, and difficulties in integrating information systems. The conclusions highlight that modern managerial control, supported by technology and oriented toward strategic risk management, significantly contributes to enhancing institutional performance, strengthening transparency, and improving the quality of public services.

Key words: managerial control, public institutions, digitalization, risk management, intelligent governance

THE IMPACT OF DIGITAL MARKETING ON COMPANY PERFORMANCE

Stefan Adrian Susanu^a, Oana Pricopoaia^a, Geanina Colan^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați,
Romania

Corresponding author: susanustefan909@gmail.com

ABSTRACT

In today's dynamic business environment, digital marketing has emerged as a fundamental driver of organizational success, reshaping how companies interact with their markets and measure performance. This study investigates the extent to which digital marketing practices contribute to improving company performance, with particular emphasis on efficiency, customer engagement, and competitive positioning. The research adopts an integrative perspective, combining insights from strategic management and digital communication to explain how firms leverage online channels to achieve measurable outcomes. Special attention is given to the role of data-driven decision-making, real-time analytics, and personalized communication in enhancing marketing effectiveness. To support the analysis, a mixed-method approach is employed, incorporating both quantitative performance indicators—such as conversion rates, return on investment, and traffic metrics—and qualitative dimensions, including customer experience and brand perception. This dual perspective enables a more comprehensive understanding of how digital tools influence both tangible and intangible aspects of performance. The findings demonstrate that companies that systematically implement digital marketing strategies achieve superior results compared to those relying on traditional approaches. Improvements are observed not only in financial performance, but also in customer retention, brand visibility, and adaptability to market changes. Overall, the study highlights that the strategic integration of digital marketing is no longer optional, but a critical requirement for organizations aiming to sustain growth and remain competitive in an increasingly digitalized economy.

Key words: digital marketing, company performance, online consumer behavior, marketing analytics, competitive advantage

ASSESSING THE PERFORMANCE OF PUBLIC INSTITUTIONS IN THE ERA OF DIGITAL TRANSFORMATION: THE ROLE OF DATA, ARTIFICIAL INTELLIGENCE, AND ADAPTIVE GOVERNANCE

Andrei Vizitiu^a, Nicoleta Cristache^a, Aura Colan^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: andrei.vizitiu90@yahoo.com

ABSTRACT

In the context of accelerated digital transformation and increasing demands for efficiency and transparency, performance assessment in public institutions has become a key component of contemporary governance. This paper aims to analyze emerging paradigms for measuring performance in public administration, highlighting the role of innovative technologies such as big data analytics, artificial intelligence, and integrated digital platforms. Furthermore, it examines modern monitoring and evaluation tools, including real-time performance indicators and citizen-oriented feedback mechanisms. The study addresses both the advantages of these approaches—such as enhanced efficiency, transparency, and decision-making capacity—and the associated challenges, including data protection concerns, ethical issues in algorithmic governance, and the need to develop digital competencies within the public sector. In conclusion, the integration of digital technologies and adaptive governance reshapes how institutional performance is understood and managed, contributing to the development of a modern, resilient, and results-oriented public administration.

Key words: institutional performance, public administration, digital transformation, artificial intelligence, big data, adaptive governance, performance indicators, e-governance

ADAPTIVE ORGANIZATIONAL DESIGN AND FIRM COMPETITIVENESS IN THE PHARMACEUTICAL INDUSTRY: A REVIEW OF LITERATURE

Ovidiu Dorian Boghici^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: dorian.boghici@yahoo.com

ABSTRACT

This paper provides a comprehensive review of the literature on adaptive organizational design and its impact on firm competitiveness within the pharmaceutical industry. In a context characterized by rapid technological advancements, stringent regulatory frameworks, and increasing global competition, pharmaceutical companies are required to continuously adjust their organizational structures and processes to remain competitive and innovative. The study synthesizes key theoretical perspectives, including contingency theory, dynamic capabilities, and organizational agility, in order to examine how firms can effectively respond to environmental uncertainty and complexity. A systematic review methodology is employed, analyzing relevant academic and industry publications to identify the main organizational dimensions that contribute to adaptability, such as decentralization, cross-functional collaboration, digital integration, and knowledge management practices. The findings indicate that adaptive organizational designs are strongly associated with improved innovation performance, faster time-to-market, and enhanced resilience to regulatory and market changes. Furthermore, the alignment between research and development, regulatory affairs, and supply chain functions emerges as a critical determinant of sustained competitive advantage. This paper contributes to the existing body of knowledge by consolidating fragmented insights into a coherent analytical framework and by highlighting research gaps related to the empirical measurement of adaptability in pharmaceutical organizations. The results offer valuable implications for both researchers and practitioners aiming to optimize organizational structures in a highly complex and dynamic industry environment.

Key words: adaptive organizational design, pharmaceutical industry, firm competitiveness, literature review, organizational agility

OP.12.17

THE EVOLUTION OF ENTREPRENEURSHIP: FROM CLASSICAL FOUNDATIONS TO MODERN PERSPECTIVES

Mihaela Neicu (Bandila)^a, Liliana Mihaela Moga^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: neicu.mihaela@yahoo.com

ABSTRACT

This paper reviews the evolution of entrepreneurship from classical economic theory to contemporary approaches. It highlights the shift from risk-bearing and resource coordination toward innovation, opportunity recognition, and strategic value creation. The analysis incorporates recent perspectives on entrepreneurial orientation, and entrepreneurial ecosystems, emphasizing the multidimensional nature of entrepreneurial activity. Additionally, the paper examines emerging forms such as corporate and social entrepreneurship and their role in sustainable development. The findings suggest that entrepreneurship has become a dynamic and adaptive process shaped by technological change and complex economic environments.

Key words: entrepreneurship, emerging forms, classical approaches, modern approaches

OP.12.18

SPECIFIC APPROACHES TO LEADERSHIP IN THE DIGITAL AGE

Ana Năstase^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: ananastase1@yahoo.com

ABSTRACT

The paper entitled "Specific approaches to leadership in the digital age" analyzes the profound transformations of leadership practices in the context of the accelerated development of digital technologies and globalization. In this framework, contemporary leadership is reevaluated through the prism of adaptability, digital skills and the ability to manage virtual, geographically distributed teams. The study highlights the essential role of leadership and effective communication in technologically mediated environments, where direct interactions are limited. At the same time, emerging models of agile and transformational leadership are investigated, which facilitate innovation and rapid response to changes in the organizational environment. The research emphasizes the importance of digital organizational culture and the promotion of continuous learning as determinants of sustainable performance. The methodology used integrates the

comparative analysis of specialized literature and relevant case studies from organizations that have implemented advanced digital strategies. In conclusion, the paper proposes an updated conceptual framework for understanding and applying effective leadership in the digital age, highlighting future directions for research and development.

Key words: leadership, digitalization, organizational culture, performance, sustainability

OP.12.19

A FRAMEWORK FOR ADAPTIVE ORGANIZATIONAL DESIGN IN THE PHARMACEUTICAL INDUSTRY: IMPLICATIONS FOR FIRM COMPETITIVENESS

Ovidiu Dorian Boghici^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: dorian.boghici@yahoo.com

ABSTRACT

This paper proposes a comprehensive framework for adaptive organizational design tailored to the specific dynamics of the pharmaceutical industry, with a focus on enhancing firm competitiveness in highly regulated and innovation-driven environments. The study integrates principles from organizational theory, strategic management, and dynamic capabilities to address the increasing complexity generated by rapid technological change, stringent regulatory requirements, and global market pressures. The research employs a mixed-method approach, combining qualitative analysis of industry practices with quantitative modeling techniques, including structural equation modeling (SEM) and multivariate statistical analysis, to identify the key organizational dimensions influencing adaptability and performance. The framework is structured around core elements such as decision-making flexibility, cross-functional integration, digital transformation, and knowledge management. The findings highlight that adaptive organizational structures—characterized by decentralized governance, agile processes, and continuous learning mechanisms—significantly improve responsiveness to market changes and regulatory challenges. Moreover, the study emphasizes the critical role of organizational alignment between R&D, regulatory affairs, and supply chain functions in sustaining competitive advantage. This work contributes to the existing literature by offering a novel, industry-specific model that links organizational adaptability with measurable performance outcomes. The proposed framework provides both theoretical insights and practical implications for pharmaceutical companies seeking to enhance resilience, innovation capacity, and long-term competitiveness in an increasingly volatile global landscape.

Key words: adaptive organizational design, pharmaceutical industry, firm competitiveness, dynamic capabilities, organizational agility

OP.12.20

ENHANCING SUSTAINABLE TOURISM IN MOUNTAIN REGIONS THROUGH CUSTOMER EXPERIENCE MANAGEMENT

Andrei Valeriu Marian^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: mariomaximus1981@gmail.com

ABSTRACT

Sustainable tourism in mountain regions requires not only environmental and socio-economic balance but also a strong focus on delivering meaningful and responsible customer experiences. This article investigates sustainable tourism opportunities through the lens of Customer Experience Management (CEM), using a case study approach in a selected mountain destination. The study explores how tourism providers can design, manage, and optimize visitor experiences that align with sustainability principles while meeting evolving tourist expectations. The research identifies key touchpoints where sustainability is integrated into the overall tourist experience. The findings suggest that incorporating eco-conscious practices into the customer experience enhances visitor satisfaction, loyalty, and awareness of environmental responsibility.

Key words: sustainable tourism, customer experience management, mountain destinations, visitor satisfaction, community engagement

OP.12.21

ENHANCING PUBLIC SERVICE DELIVERY: INNOVATION, GOVERNANCE, AND CITIZEN-CENTRIC APPROACHES

Radu-Octavian Kovacs^a, Alina-Valentina Vasile (Dobrea)^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: radu.kovacs@ugal.ro

ABSTRACT

In the context of increasing citizen expectations and the need for more efficient governance, public service delivery has become a critical component of sustainable development and institutional performance. Governments are under growing pressure to modernize administrative processes, improve service quality, and ensure greater accessibility and transparency. This paper examines the key determinants of efficient and citizen-centered public service delivery, with a particular focus on the role of digitalization, institutional capacity, and governance innovation. The study adopts a conceptual and analytical approach, drawing on recent academic literature and policy

frameworks related to public administration and e-government. It explores how technologies such as online platforms, data analytics, and artificial intelligence contribute to the redesign of public services and the enhancement of user experience. The findings indicate that the integration of digital tools into public service systems can significantly improve efficiency, responsiveness, and accountability. However, challenges such as digital divides, data security concerns, and resistance to organizational change remain important barriers. The paper concludes by proposing strategic directions for strengthening public service delivery, emphasizing the need for inclusive policies, adaptive governance, and continuous innovation in the public sector.

Key words: public services, innovation, adaptive governance

OP.12.22

MANAGERIAL RESILIENCE IN TIMES OF OVERLAPPING CRISES: A CASE STUDY OF A UKRAINIAN COMPANY

Tetiana Lunhu^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: lungu.tatiana.29@gmail.com

ABSTRACT

This study examines the managerial resilience of a Ukrainian company operating in the context of overlapping crises generated by geopolitical instability, economic disruption, and ongoing social uncertainty. Using a qualitative case study approach, the research explores how the company adapted its managerial practices, operational strategies, and organizational culture in response to the complex challenges created by war-related disruptions, supply chain instability, labor shortages, and financial uncertainty. The findings highlight that managerial resilience was strengthened through adaptive leadership, rapid decision-making, strategic flexibility, and the development of strong internal communication mechanisms. The company's ability to maintain operational continuity depended on crisis-oriented planning, digital transformation, employee support initiatives, and the diversification of partnerships and markets. In addition, the study reveals the importance of organizational learning and collaborative leadership in sustaining employee motivation and stakeholder trust during periods of prolonged instability.

Key words: managerial resilience, crisis management, organizational adaptability, ukrainian businesses, strategic leadership

THE USE OF COLLABORATIVE DIGITAL PLATFORMS FOR THE PERFORMANCE EVALUATION OF TESA EMPLOYEES IN ACADEMIC INSTITUTIONS

Marius Silviu Burlui^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: marius.burlui@ugal.ro

ABSTRACT

The increasing adoption of digital technologies in academic institutions has led to the exploration of new approaches to employee performance evaluation. In this context, collaborative digital platforms such as Miro and Trello may support the evaluation processes of TESA employees (Technical, Economic, and Administrative Staff) by facilitating communication, task monitoring, information sharing, and collaborative feedback. This study examines how the use of collaborative platforms can contribute to the performance evaluation process in academic institutions. The research adopts a qualitative design through interviews related to platform usage and task management activities. The study also explores how collaborative platforms influence transparency, employee engagement, and interaction between supervisors and employees during the evaluation process. In addition, the research considers potential challenges associated with the implementation of such tools, including digital adaptation, data management, and user acceptance within academic environments. The findings provide insights into how collaborative technologies are integrated into performance evaluation practices in higher education institutions.

Key words: collaborative platforms, employee performance evaluation, higher education institutions, digital transformation, TESA staff

URBAN COMPETITIVENESS IN THE DIGITAL ERA: DRIVERS, CHALLENGES, AND STRATEGIC PATHWAYS FOR SUSTAINABLE CITY DEVELOPMENT

Marian-Gigi Mișu^a, Daniel Zînică^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: marian.mihu@focsani.info

ABSTRACT

In the context of increasing globalization, rapid urbanization, and technological advancement, urban competitiveness has become a central concern for policymakers and urban managers. Cities are no longer competing solely based on traditional economic factors, but increasingly on their capacity to integrate innovation, digital technologies, and sustainable practices into their development strategies. This paper aims to explore the key drivers of urban competitiveness in the digital era, with a particular focus on the role of smart infrastructure, human capital, governance quality, and environmental sustainability. The study adopts a multidisciplinary approach, combining insights from urban economics, strategic management, and public administration. By analyzing recent academic literature and policy reports, the paper identifies critical factors that influence the competitive positioning of cities, including digital transformation, institutional efficiency, and the ability to attract investment and talent. The findings suggest that sustainable urban competitiveness depends on the alignment between technological innovation, strategic governance, and inclusive development policies. The paper also outlines several challenges, such as socio-economic inequalities, infrastructure gaps, and governance fragmentation, which may hinder long-term competitiveness. Finally, it proposes strategic pathways for cities to strengthen their competitive advantage while ensuring sustainability and resilience in an increasingly complex global environment.

Key words: urban competitiveness, sustainable development, smart city

OP.12.25

REPUTATIONAL STRATEGIES FOR ENHANCING THE COMPETITIVENESS OF HIGHER EDUCATION INSTITUTIONS: A STRATEGIC FRAMEWORK FOR SUSTAINABLE ACADEMIC POSITIONING

Cristina Claudia Patriche^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: patriche.claudia@gmail.com

ABSTRACT

This study explores the role of reputational strategies in strengthening the competitiveness of higher education institutions within an increasingly globalized and competitive academic environment. Based on quantitative and qualitative research findings, the paper proposes a multidimensional strategic framework focused on institutional reputation, stakeholder engagement, academic performance, and digital visibility. The research highlights that institutional reputation is shaped by interconnected factors such as academic quality, student satisfaction, graduate employability, international partnerships, public perception, and media visibility. Using insights derived from PLS-SEM analysis and qualitative stakeholder perspectives, the study identifies key dimensions influencing academic reputation, including institutional branding, research performance, internationalization, communication strategies, and stakeholder relationship management. The findings emphasize that university reputation is no longer determined solely by academic excellence, but also by the institution's ability to build trust, communicate effectively through digital channels, and respond to societal and labor market expectations. The paper develops a set of strategic recommendations aimed at enhancing institutional reputation through integrated educational experiences, impactful research, international collaborations, digital reputation management, graduate employability, organizational innovation, and social responsibility initiatives.

Key words: higher education institutions, reputational strategies, academic competitiveness, digital reputation management, stakeholder engagement

OP.12.26

SUSTAINABILITY AND STRATEGIC GROWTH IN GREEN ENERGY STARTUPS: A CASE STUDY OF A STARTUP FROM A BUSINESS ACCELERATOR

Silviu Florin Rată^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: rata.silviu@gmail.com

ABSTRACT

This study examines the development journey of an Italian startup operating in the sustainable energy sector within the acceleration program of ZERO, with a particular focus on the creation of a sustainable and scalable business model. Using a case study approach, the research explores how mentorship, strategic networking, and access to specialized expertise contributed to strengthening the company's managerial, financial, and operational capabilities. The analysis highlights the role of the accelerator in supporting sustainability-oriented strategies, market validation, and responsible growth within the green energy sector. The findings reveal that the support provided by the accelerator enhanced the startup's ability to adapt to market demands, optimize financial decision-making, and establish strategic partnerships within the sustainable energy ecosystem. This study develops the understanding of how accelerator programs influence the sustainability and growth potential of innovative startups in the renewable energy sector, emphasizing the importance of entrepreneurial ecosystems in supporting the transition toward more sustainable economic models.

Key words: green energy startups, business sustainability, startup accelerators, renewable energy innovation, entrepreneurial ecosystems

OP.12.27

GENERATIVE AI AS A CATALYST FOR IDENTIFYING INTERNATIONAL RESEARCH COLLABORATION OPPORTUNITIES: IMPLICATIONS FOR ACADEMIC RESEARCH NETWORKS

Ionela Carp (Schin)^a,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

Corresponding author: ionelaschin@gmail.com

ABSTRACT

The increasing internationalization of academic research has intensified the need for effective mechanisms that facilitate the identification of relevant research partners, interdisciplinary complementarities, and cross-border collaboration opportunities. However, researchers often face difficulties in navigating complex international research ecosystems characterized by fragmented information, limited networking access, and rapidly evolving scientific agendas. In this context, Generative Artificial Intelligence (Generative AI) emerges as a strategic instrument capable of transforming how international research collaborations are identified and developed. This paper investigates the potential of Generative AI to support the discovery of international collaboration opportunities by analyzing large volumes of academic data, including publication trends, researcher profiles, institutional expertise, thematic similarities, and emerging scientific topics. The study proposes a conceptual framework through which Generative AI generates intelligent recommendations regarding potential international research partnerships based on complementary expertise, shared research interests, and strategic alignment between institutions and researchers. The paper adopts a conceptual and exploratory research approach grounded in theories of knowledge networks, collaborative innovation, and digital transformation in research management. It examines the opportunities associated with AI-assisted collaboration discovery, such as increased accessibility to global academic networks, enhanced interdisciplinary cooperation, and improved research innovation capacity.

Key words: generative AI, international research collaboration, academic networks; research partnerships, research management

ANALYSIS OF COMMUNICATION DYNAMICS AND THEIR IMPACT ON LEADERSHIP IN MODERN ORGANIZATION

Loredana-Adnana Nitu (Lechea)^a, Nicoleta Cristache^a, Irina Olimpia Susanu^a, Riana Iren Radu^a, Flavia Dana Oltean^b,

^a"Dunărea de Jos" University of Galați, Faculty of Economics and Business Administration, Galați, Romania

^b"George Emil Palade" University of Medicine, Pharmacy, Science and Technology of Târgu Mureș, Faculty of Economics and Law, Romania

Corresponding author: loredana.adnana.nitu@gmail.com

ABSTRACT

This study examines the dynamics of communication processes and their impact on leadership effectiveness in contemporary organizations. Within increasingly complex and rapidly changing environments, communication is conceptualized as a critical mechanism for shaping interpersonal relationships, facilitating coordination, and supporting organizational performance. The research integrates a theoretical review of the literature on organizational communication and leadership theories with an empirical investigation based on survey data and semi-structured interviews conducted with employees and team leaders. The findings indicate that open, transparent, and bidirectional communication styles are positively associated with higher levels of trust, employee engagement, and job satisfaction. Furthermore, leaders who employ adaptive communication strategies and provide consistent feedback demonstrate greater effectiveness in team management and change implementation. The results highlight the central role of communication competencies in the development of effective leadership practices and suggest that organizations should prioritize communication skills development as part of leadership training initiatives.

Key words: organizational communication, leadership effectiveness, communication dynamics, employee engagement, organizational performance, leadership development