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cloud computing's decentralization of infrastructure, to the current phase of democratizing intelligence. As the world transitions from Industry 4.0 to Industry 5.0, we examine the values shift from automation and efficiency to human-centricity, resilience, and sustainability. A comparative analysis of emerging regulatory regimes reveals significant divergences: the European Union's rights-based AI Act, the United States fragmented, innovation-led approach, and alternative strategies underway in China, Canada, and Brazil. To navigate AI's complex labour-market impacts, we highlight three empirically grounded inclusion levers: cognitive leapfrogging for low-skill workers, linguistic and cultural inclusion via large-language models, and the democratization of AI advocating for participatory design and AI literacy as foundational for equitable inclusion. Drawing on participatory design and community-centred data governance research, we propose policy strategies aligned with Industry 5.0—such as universal AI-skills programs, revenue-sharing from automation, federated data stewardship, and globally coordinated regulation. We argue that the transformative potential of Gen-AI is contingent: with inclusive governance, it can drive broad-based prosperity; without it, it risks reinforcing digital inequality and exclusion.

Keywords: Generative AI (Gen-AI), Industry 5.0, Innovation, AI Governance, Socio-economic mobility, Labour market

Territorial Resources and Sustainable Innovation in Tourism Accommodation: A Portuguese Startup Competitive Strategy

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Abstract

The tourism industry is under increasing pressure to address its negative externalities, mitigate resource depletion, and adapt to changing consumer expectations. In this context, sustainable innovation has emerged as a critical strategy for achieving sustainable growth and competitive differentiation, encompassing the development and implementation of new products, processes, and organizational practices that reduce environmental impacts and promote sustainability within the sector. The use of renewable endogenous products as a catalyst for the eco-innovation process, beyond the implementation of sustainable practices (e.g., rainwater harvesting and reduction of single-use plastics), has not, to the best of our knowledge, been sufficiently investigated in the literature. Therefore, this study aims to provide a comprehensive perspective on sustainable tourism innovation, considering the role of the territory, in the perspective of resource provider, driving innovation, as well as the ultimate beneficiary of this innovation, promoting sustainable development, particularly in low-density territories. The study employs a qualitative methodological framework, operationalized through an in-depth case study of Ecocubo, a Portuguese startup specializing in modular ecological accommodation. Grounded in the Resource-Based View (RBV) Theory, Dynamic Capabilities Theory, Network Theory, and Open Innovation, this research demonstrates how sustainable tourism and tourism-related firms can achieve competitive advantage by orchestrating environmental resources and green capabilities. The analysis reveals that Ecocubo's success stems from: 1) the ability to leverage valuable, rare, inimitable, and non-substitutable resources, including Portuguese cork and wood materials; 2) the capacity to adapt to social and environmental changes, namely the growing demand for sustainable tourism and experiences that prioritize contact with nature, and 3) the establishment of strategic partnerships and interorganizational collaboration (e.g. world's leading company in cork transformation and UPTEC - Science and Technology Park of the University of Porto), and network learning. Key findings show that sustainable innovation in tourism and tourism-related activities requires the integration of strategic tangible environmental resources with intangible assets mobilized through innovation networks and strategic partnerships, as well as the ability to adapt to environmental changes. The use of natural and locally sourced materials, such as cork, not only strengthens the environmental dimension of sustainability but also emphasizes its social and economic pillars, in accordance with the principles of the United Nations Sustainable Development Goals, circular economy and the influence of territorial context in innovation processes. The synergistic articulation of strategic internal resources, adaptive processes, and

collaborative networks enables the delivery of sustainable and differentiated products, positioning Ecocubo as a reference model of integrated innovation in ecological housing and sustainable tourism.

Keywords: Resource-Based View, sustainable tourism, sustainable innovation, dynamic capabilities, networks, competitive advantage

The Macroeconomic Analysis of the Pulp and Paper Industry in Slovakia and the Entry of Artificial Intelligence

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Abstract

The paper and pulp production industry belongs among the traditional industrial sectors with a long history in Slovakia. However, over the last five years (2019–2024), it has undergone several changes due to economic fluctuations as well as technological innovations. In this work, we would like to highlight the survey of key macroeconomic indicators for the industry, including the employment rate, international trade, and GDP. In the second part, we will focus on the entry of AI factors in this industry, particularly on trends in the automation of production, process optimization, supply chain management, demand prediction, and environmental innovations. The aim is to analyze the condition of the pulp and paper industry in Slovakia in the years 2019 – 2024 and to define its future in the context of the ongoing digital transformation.

Keywords: Technology, Innovation, AI, Pulp&Paper Industry, Macroeconomics

The Importance of Managerial Cognition in Uncertain Times

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Abstract

This conceptual paper investigates the role of managerial cognition in driving innovation capabilities within the automotive sector during periods of high uncertainty and disruption. The authors argue that as the business environment becomes increasingly volatile, managerial cognition becomes a decisive factor in a company's ability to innovate and remain competitive. The paper explores how cognitive processes, biases, and adaptive thinking styles influence innovation outcomes when conventional decision-making frameworks prove insufficient. The study addresses two core questions: (1) Does managerial cognition gain heightened importance for organizations during times of high uncertainty? (2) To what extent does managerial cognition drive the innovation capabilities of organizations? A thematic literature analysis is conducted using peer-reviewed sources indexed in Web of Science (WOS) and Scopus, focusing on the keyword "managerial cognition." The analysis uses insights from strategic management, behavioral economics, and organizational theory to understand how cognitive mechanisms shape technical innovation in the automotive industry under uncertain conditions. The paper is grounded in the behavioral strategy perspective, which integrates cognitive and social psychology into strategic decision-making. It draws on foundational works by Kahneman, Gavetti, Hambrick, Helfat, Teece, Knight, Christensen, Chesbrough, Powell, Lovallo, Fox, Piórkowska, and Healey & Hodgkinson to construct a conceptual framework linking managerial cognition to innovation capabilities. The study reveals that in times of high uncertainty, managerial cognition significantly influences innovation capabilities, enabling organizations to deliver innovations more effectively. It highlights how cognitive diversity, adaptive thinking styles, and bias awareness enhance innovation potential. The paper proposes that collective cognition within management teams—shaped by shared values and experiences—is particularly influential in interpreting complex signals and identifying emerging trends. Fostering a culture of continuous learning, open-mindedness, and cognitive awareness is essential for sustaining innovative potential. The framework also integrates dynamic managerial capabilities—sensing, seizing, and transforming—as cognitively embedded processes that support innovation. While the conceptual framework offers valuable insights, empirical validation is