

Program

International Symposium

**EXPERIENCE. KNOWLEDGE.
CONTEMPORARY CHALLENGES**
16th Edition

***“Dashboard of the Future - Reconfiguration
of the Doctrines between Durability and
Sustainability: Innovation, Opportunities,
Risks”***

May 29th – 30th, 2025

Bucharest, Romania



Note:

The symposium is organized in hybrid format, with a video-conference component.

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Maria Viarenich, researcher - Institute of Philosophy of the National Academy of Sciences of Belarus

Lecturer **Cristina Mihaela Sâmbolan**, PhD - “ARTIFEX” University of Bucharest

Plenary session

Welcoming message

Prof. Alexandru Manole PhD., "ARTIFEX" University of Bucharest

Messages from partner institutions and guests

Author(s) / Affiliation	Tatiana COLESNICOVA¹, Mihail CIOBANU² <i>¹ PhD, Associate Professor, Leading Scientific Researcher, Head of Department "Social Research and Standard of Living" National Institute for Economic Research Academy of Economic Studies of Moldova</i> <i>² PhD Candidate, Scientific Researcher, National Institute for Economic Research, Academy of Economic Studies of Moldova,</i>
Title of the paper	<i>CURRENT SITUATION OF UKRAINIAN DISPLACED PEOPLE IN THE REPUBLIC OF MOLDOVA</i>
Abstract	<i>This article analyzes current situation of Ukrainian displaced people in the Republic of Moldova. From the beginning of the war in Ukraine, the Republic of Moldova has become a crucial hub for thousands of Ukrainian refugees – most of whom are women, children and elderly people. According to General Inspectorate for Migration, over 1.5 million border crossings from Ukraine into Moldova have been recorded, and approximately 125888 Ukrainians remain registered in the country. More than 135000 refugees currently (on February 23, 2025) live in Moldova, that is on 20000 persons more than previous year. From the beginning of the war the huge number of Ukrainians were arrival in Moldova and with the support of international partners for development and the whole society were organized for refugees special accommodation centers. At that time, there were organized 130 Refugee Accommodation Centers. Since August 2023, the Ministry of Labor and Social Protection, based on the Order No. 9 of July 25, 2023 "On the implementation of the Strategy of consolidation/reorganization of temporary accommodation centers for refugees EXIT" started to close the refugee accommodation centers, after which there remained 37 centers. Further in the process of optimization, by the end of 2024 there are 13 centers left in the country. The hospitality and willingness of Moldovan citizens to help Ukrainians fleeing the war have changed the country's image in global media: instead of the label "the poorest country in Europe," it has gained a more complimentary one – "a small country with a big heart."</i>

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Title of the paper

CULTURE AS MEDIATOR & MODERATOR IN THE CIRCULAR ECONOMY–CONSUMPTION NEXUS

Abstract

This study explores the dynamic interrelationship between the circular economy (CE), culture, and consumption, proposing a theoretical model that positions culture as both a mediator and moderator in the transition toward sustainable consumption. While CE strategies—such as product-service systems, eco-design, and sharing platforms—seek to minimize resource use and waste, their effectiveness largely depends on cultural contexts that shape individual and collective behaviors. Drawing on sociocultural theories and value frameworks, this paper conceptualizes culture as a lens through which consumers interpret and engage with CE practices. Cultural values, norms, and beliefs influence the acceptance of circular behaviors such as reuse, repair, and access-based consumption. Moreover, the strength and direction of the CE–consumption relationship are moderated by societal traits such as trust, environmental worldviews, and innovation orientation. The proposed model highlights the necessity of culturally informed policies and practices to foster meaningful shifts in consumption. This interdisciplinary framework contributes to circular economy scholarship by integrating cultural dimensions into sustainability transitions and offers practical implications for designing culturally resonant CE interventions across diverse societies.

Author(s) /
Affiliation

Hakan KANTARCI
Asst. Prof. Dr.

Title of the paper

***THE INNOVATION-SUSTAINABILITY NEXUS:
STRATEGIC DOCTRINES FOR A VOLATILE FUTURE***

Abstract

In today's era of systemic volatility—marked by climate change, geopolitical instability, economic fragmentation, and technological disruption—the demand for doctrinal realignment that strategically integrates innovation and sustainability has become urgent. This paper explores the evolving relationship between innovation and sustainability within a dynamic global context, proposing a comprehensive analytical framework that assesses how forward-thinking doctrines can drive both environmental responsibility and socio-economic resilience. The research employs a mixed-methods approach, combining SWOT analysis, time-series data interpretation, and comparative case studies from both developed and emerging economies. We investigate how innovation, while offering transformative potential in sectors such as energy, infrastructure, and digital economies, can also pose new sustainability challenges if left unregulated. The study critiques prevailing techno-optimistic paradigms and presents a more balanced view that considers ethical risks, systemic inequalities, and environmental costs. Drawing on strategic doctrine theory, systems thinking, and recent interdisciplinary literature, the paper emphasizes the importance of policy synchronization, cross-sectoral cooperation, and long-term metrics of success. Our findings highlight three major doctrinal imperatives: (1) integrating sustainability metrics into innovation planning; (2) institutionalizing regulatory foresight; and (3) aligning public-private investment strategies with planetary boundaries. This research contributes to the strategic doctrine literature by providing a robust, actionable roadmap for decision-makers seeking to harmonize innovation with sustainability under volatile global conditions.

Section sessions

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|-------------------|--|
| Section 1. | <ul style="list-style-type: none"> • Entrepreneurship, Social and Cooperative Economics • Business Administration, Management, Marketing • Economic and Social Studies |
|-------------------|--|

Section chairs:	<p>Assoc. prof. Anca-Mihaela MELINCEANU, PhD., “ARTIFEX” University of Bucharest</p> <p>Assoc. prof. Andrei BUIGA, PhD., “ARTIFEX” University of Bucharest</p>
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Author(s) / Affiliation	<p>Cristian - Marian BARBU, Elena-Alina BĂDESCU, Călin Nicolae PLEȘ, Raluca-Florentina VÎLCEA, Cristian-Gabriel COPACI, Ana ȚUROIU, Ștefania DINU, Andreea Georgiana PÂRVU “ARTIFEX” University of Bucharest, Romania</p>
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Title of the paper	<p>ROMANIA, CHAMPION OF DEFICIT IN THE EU, THROUGH THE MIRROR OF FIGURES</p>
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Abstract	<p><i>This article highlights the fact that, as we know the budget execution of 2024, as well as the budget execution for Q1 of 2025, Romania needs a reform, because the current structure of the Romanian economy generates a deficit as long as we have a structure based on massive imports, not only of food that we talk about every day, but also other capital products. As long as we borrow to support the current expenses of the government, we cannot hope for a reduction in the deficit. All these practices of indebtedness and decreasing the capacity to cover domestic consumption from own resources lead us to a deficit. Tax reforms are necessary, but they need to be profoundly rethought. There should be a rethinking of taxation in terms of its flexibility in relation to the private sector, to the business environment, which should be allowed to operate more freely, without other taxes and fees. It is still premature to say that we are witnessing a budget slippage that can no longer be corrected for the rest of the year, but Romania</i></p>
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cannot continue with budget deficits of the magnitude of the one in 2024.

Author(s) / Affiliation	Iulian TOADER <i>PhD Student</i> <i>Doctoral School of the „Carol I” National Defense University</i>
Title of the paper	RĂZBOIUL RECE S-A ÎNCHEIAT/RĂZBOIUL NUCLEAR SE PREGĂTEȘTE
Abstract	<i>The Cold War stands as one of the 20th century’s most pivotal eras, profoundly influencing global politics, economics, and society for almost five decades. It arose in the aftermath of World War II as an indirect confrontation between the two superpowers—the United States and the Soviet Union—centred on ideological, political, and technological dominance rather than open warfare. The U.S. championed capitalism and democracy, whereas the USSR pushed communism and centralized state authority. The world soon split into two opposing camps: the Western bloc, headed by the United States and its NATO partners, and the Eastern bloc, controlled by the Soviet Union and the Warsaw Pact. This rivalry permeated virtually every sphere—nuclear armament, space exploration, intelligence operations, propaganda, and economic leverage. Landmark crises like the Berlin Blockade (1948–1949), the Cuban Missile Crisis (1962), and the Vietnam War illustrated how perilously close the planet came to all-out war. The Cold War also instilled widespread fear and societal fractures, with the ever-present risk of nuclear destruction leaving lasting scars on entire generations. In the 21st century, nuclear dangers continue to rank among the gravest threats to international security. Though the Cold War concluded over thirty years ago, the shadow of nuclear confrontation persists amid escalating geopolitical frictions, rapid technological progress, and the emergence of new global players. In contrast to the bipolar standoff between the United States and the Soviet Union, today’s nuclear environment is multipolar, encompassing multiple nations that either possess nuclear arsenals or seek to acquire them. Contemporary nuclear risks are far more</i>

intricate and unpredictable than in the past. The interplay of political volatility, cutting-edge innovation, and deepening global distrust has produced a highly unstable setting in which a single error in judgment could trigger devastating consequences for humankind. Consequently, the imperative for open dialogue, measured restraint, and revitalized international collaboration has never been more pressing.

Author(s) / **Cătălin DEATCU – GAVRIL, Dragoș RĂDUCAN, Elena – Marinela DEATCU – GAVRIL, Adrian ROTARU, Alexandra Cristina SILEANU**
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Title of the paper ***TRENDURI MODERN ÎN MARKETINGUL TURISTIC***
MODERN TRENDS IN TOURISM MARKETING

Abstract *In this paper, the authors focus on the key pillars that shape modern trends in tourism marketing. These trends are reflecting the rapid digital transformation of the industry and the changing expectations of travellers. Modern tourists are more connected, informed, and experience-driven than ever before, which has forced destinations and businesses to adopt innovative marketing strategies, they also are more conscious of their environmental and social impact, leading destinations to highlight eco-friendly practices and community-based tourism initiatives. One of the most significant trends is the rise of digital and social media marketing. Online platforms play a key role in shaping travel decisions through visual storytelling and influencer collaborations. Travelers seek authentic, shareable experiences, and user-generated content has become a powerful promotional tool. Another major trend is personalization. With the help of data analytics and artificial intelligence, tourism companies can now tailor offers, recommendations, and advertisements to individual preferences and behaviours. Personalized travel experiences increase customer satisfaction and loyalty. Additionally, virtual reality (VR) and augmented reality (AR) are transforming the way destinations market themselves, offering immersive previews of attractions and accommodations.*

Author(s) / Affiliation	Cristina Elena PROTOPODESCU, Anca Mihaela MELINCEANU, Aurelian DIACONU <i>“ARTIFEX” University of Bucharest, Romania</i>
Title of the paper	THE INFLUENCE OF ARTIFICIAL INTELLIGENCE ON BUSINESS MANAGEMENT
Abstract	<p><i>The integration of artificial intelligence (AI) into business management is reshaping traditional managerial practices and redefining the strategic direction of organizations. One of the most significant impacts is on the decision-making process. AI-powered tools can analyze vast datasets in real time, offering predictive insights and automating routine decisions. This allows managers to focus on higher-level strategic planning while relying on AI for operational efficiency. However, concerns around algorithmic bias and lack of transparency also call for a cautious and responsible adoption of AI technologies. AI is also driving changes in organizational structure. The emergence of roles such as data managers and AI ethics officers illustrates the shift toward more technology-oriented teams. Hierarchical levels are flattening, and hybrid work models involving both humans and intelligent systems are becoming more prevalent. At the same time, operations management is benefiting from AI-driven resource optimization, predictive maintenance, and enhanced supply chain coordination, which significantly reduce costs and improve performance.</i></p> <p><i>In the field of human resources, AI is increasingly used for recruitment, performance monitoring, and talent management. These tools enhance efficiency but raise ethical and legal concerns regarding privacy, discrimination, and transparency. From a strategic perspective, AI can fuel innovation by identifying emerging market trends, enabling the development of new products and services, and enhancing a company’s competitive positioning in a data-driven economy. Despite the advantages, the ethical and regulatory dimensions of AI use in business are gaining attention. Companies must ensure transparency, fairness, and accountability, particularly in light of emerging regulations such as the EU’s AI Act and GDPR. Equally important is the cultural shift within</i></p>

organizations—managers must lead the digital transformation by fostering a culture of innovation and adaptability, supporting employee reskilling, and managing resistance to change. To better understand the practical implications, studying real-world case studies across various industries can offer valuable insights into best practices, challenges, and success factors. Overall, AI represents both an opportunity and a responsibility for modern business management—one that demands strategic foresight, ethical governance, and a commitment to continuous learning.

Author(s) / Affiliation	Sorin GRESOI, Monica Maria ANDREI "ARTIFEX" University of Bucharest, Romania
Title of the paper	CULTURA ORGANIZAȚIONALĂ ȘI ROLUL EI ÎN MANAGEMENTUL MODERN ORGANIZATIONAL CULTURE AND ITS ROLE IN MODERN MANAGEMENT
Abstract	<i>Organisations have cultures „some as people have personalities”. Culture constitutes the core of the entire organizational network. IT influences and is influenced by strategies, structure, system, personal characteristics and habits. It is the defining element of any organisation. It may be said that all organisations have their own specific culture.</i>

Section 2.

- Finance-Banking-Accounting
- Cybernetics, Statistics and Economic Informatics

Section chairs:

Assoc. prof. ec. Adrian ȘIMON, PhD.
Assoc. prof. Cătălin DEATCU, PhD., “ARTIFEX” University of Bucharest, Romania

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Title of the paper

**INTELIGENȚA ARTIFICIALĂ ȘI ACTIVITATEA DE MARKETING.
PROVOCĂRI ȘI PERSPECTIVE
ARTIFICIAL INTELLIGENCE AND MARKETING ACTIVITY.
CHALLENGES AND PERSPECTIVES**

Abstract

In this paper, the authors try to demonstrate how Artificial intelligence (AI) has become a transformative element in marketing, redefining the way companies interact with customers and build their business strategies. Through its ability to analyse vast amounts of data, AI enables a deep understanding of consumer behaviour, facilitating faster decisions and more personalized campaigns. Machine learning algorithms can anticipate customer needs, optimize advertising budgets, and identify high-potential market segments, thus increasing the overall efficiency of the marketing process. Despite its clear advantages, the use of artificial intelligence also raises several significant challenges. One of the most important concerns is related to data ethics and privacy protection. Excessive personalization can lead to a feeling of intrusion, and algorithmic errors can result in discrimination or ineffective campaigns. Furthermore, the automation of marketing processes risks diminishing the human factor in customer relations, potentially affecting the authenticity of brand communication. Nevertheless, the outlook remains promising. AI offers opportunities for continuous innovation by automating repetitive tasks, improving customer experience, and optimizing communication chains. In the future, AI-based marketing will evolve

toward a hybrid model, where data analysis will be complemented by human empathy and creativity. In this context, companies that manage to combine technology with an ethical, customer-centred vision will hold a significant competitive advantage in the digital economy of the future.

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Title of the paper

**ASPECTS REGARDING THE CAUSALITY RELATIONS BETWEEN
MACROECONOMIC INDICATORS IN ROMANIA**

Abstract

In the present paper, the aim is to study the causalities between a set of macroeconomic indicators selected for Romania. By capitalizing official statistic data, the Toda-Yamamoto method for the study of causality in Granger sense, adapted to the characteristics of the datasets, the authors hope to emphasize valuable conclusions on the causality relationships that govern this complex set of indicators. As it is known, Granger causality examines whether past values of one variable contain information that can help predict future values of another. The application of the adapted Toda-Yamamoto methodology helps with the treatment of non-stationary variables and allow the authors to proceed with analyses on three directions: the indicators, their elasticity and their acceleration.

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Title of the paper

**THE CONTRIBUTION OF THE PRIVATE PENSION SYSTEM TO
REDUCING THE PRESSURE ON THE PUBLIC PENSION BUDGET**

Abstract

The private pension system plays an increasingly important role in ensuring the financial sustainability of the public pension system, by

providing alternative sources of income for retirees and reducing exclusive dependence on budgetary funds. This helps to balance the fiscal pressure on the state budget, especially in the context of the increasing demographic dependency ratio. The main objective of this research is to analyse how contributions and assets accumulated under the II and III pillars of private pensions can reduce the fiscal burden on the public pension budget in Romania. The study aims to show to what extent the private system supports the long-term sustainability of the public system and contributes to the overall economic stability of the country. The research methodology consists of the quantitative analysis of official statistical data for the period 2008–2024, collected from institutions such as the Financial Supervisory Authority and the National Institute of Statistics. The research includes the analysis of the evolution of contributions, the value of assets accumulated in private pension funds and the returns obtained by them. The importance of the study derives from the challenges generated by demographic aging and increasing fiscal pressures on the public pension system, which require the identification of efficient and sustainable solutions to ensure financial balance and social protection in the long term. In this context, the private pension system represents an essential instrument for improving imbalances and reducing the financial vulnerability of the state. The originality of the research consists in the use of a recent and relevant database, together with a detailed analysis of the role of private pensions in the particular context of Romania, where demographic and economic dynamics require reforms and innovative solutions. This paper makes a valuable contribution to the specialized literature, offering updated perspectives on how private pensions can support the sustainability of the public system and, implicitly, the well-being and financial security of future generations.

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Title of the paper **THE IMPACT OF DEMOGRAPHIC AGEING ON YOUNGER GENERATIONS: THE TENSION BETWEEN INTERGENERATIONAL SOLIDARITY AND SOCIO-ECONOMIC SUSTAINABILITY**

Abstract *Population ageing is one of the most important socio-economic challenges that Romania is currently facing, with significant effects on the younger generations and on the sustainability of public social protection systems. The objective of this research is to analyze the impact of demographic aging on the active population, focusing on the tension between intergenerational solidarity and the need to maintain the socio-economic sustainability of pension and health systems. In this regard, the authors conducted a quantitative analysis of a series of demographic and socio-economic data, published by the National Institute of Statistics and Eurostat. The methodology used combines descriptive and comparative statistical analyses to assess demographic and economic developments. The study highlights a significant increase in the tax burden on the active population, increasing pressures on the pension and health systems, but also an increased risk of youth migration, as a result of demographic imbalances. The analysis highlights the need for balanced policies that protect the rights of older people while providing real economic opportunities for young people. These include pension reforms, measures to stimulate the birth rate and active support for the integration of young people into the labor market. The study makes an important contribution by integrating recent data with a critical analysis of socio-economic policies in Romania, providing relevant recommendations for decision-makers in adapting systems to current demographic realities.*

Author(s) / **Denis-Arthur STRIJEK**
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Title of the paper **SUSTAINABLE DEVELOPMENT THROUGH AGROPHOTOVOLTAICS: SYNERGIES BETWEEN RENEWABLE ENERGY AND AGRICULTURE**

Abstract	<i>Sustainable development requires the efficient integration of renewable energy sources in essential economic sectors, and agriculture is one of the priority areas. Agrophotovoltaics, by combining agricultural production with solar energy generation on the same land surface, offers an innovative solution for maximizing the use of natural resources and reducing the environmental impact. The objective of this paper is to analyze the potential of agrophotovoltaics to support sustainable development, exploring the economic, social and environmental benefits generated by this technology. The methodology is based on a systematic review of the specialized literature and on the performance of relevant studies, focusing on the recent period. The energy performance of agrophotovoltaic systems, the effects on agricultural production and the contribution to the reduction of greenhouse gas emissions are examined. The data used are published by Eurostat or IRENA. At the same time, the challenges regarding wide implementation, including legislative and public policy aspects, are identified. The results highlight that agrophotovoltaics increase land use efficiency, enabling simultaneous energy and food production, which significantly contributes to sustainable development goals. The study recommends an integrated approach and sustained investment in research to optimize the design and management of these systems. This article provides a relevant perspective for policymakers, academia and practitioners in agriculture and energy, highlighting the role of agrophotovoltaics in the transition to sustainable agriculture and a clean energy future.</i>
Author(s) / Affiliation	Anca Sorina CRUCERU, Daniel SÂNDULESCU "ARTIFEX" University of Bucharest
Title of the paper	PRACTICAL ASPECTS REGARDING THE RELATION BETWEEN COUNCIL DIRECTIVE 93/13/EEC AND REGULATION NO. 1215/2012 – CONSUMERS` RIGHTS
Abstract	<i>The present case study highlights the existing relationship between Council Directive 93/13/EEC on unfair clauses in contracts concluded with consumers and Regulation no. 1215/2012 regarding</i>

judicial competence in civil and commercial matters. It also sheds light on the way of interpretation and practical application of the rules of judicial competence in cases regarding contracts concluded with consumers of transport services.

Interventions

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Topic of the intervention	<i>ERASMUS+ PROJECTS IN THE “ARTIFEX” UNIVERSITY OF BUCHAREST</i>