



BALTIC MANAGEMENT DEVELOPMENT ASSOCIATION

5-7 October, 2022,  
Kaunas, Lithuania

20<sup>th</sup> Annual  
BMDA  
Conference

# FROM DIGITALIZATION TO VALUE CREATION AND SUSTAINABILITY

Implications for Business and Education

Hosted by:



ekonomikos  
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# Day I

October 5

17:00 – 20:00

## Visiting National Innovation and Entrepreneurship Centre

open for all scientists, researchers, students and entrepreneurs. The Centre unites the activities of integrated centres (valleys) of science, studies and business, Santaka and Nemunas. It aims to facilitate the provision of high quality research services to business and industry acting as a “one-stop-shop” for interaction and contact, and making science-business communication more efficient.



## Welcome snacks & wine

Get acquainted with your colleagues from all over the World. Make new contacts, meet your old friends and enjoy the networking fiesta!



## Conference venue place:

KTU Santaka Valley National Innovation and Entrepreneurship Centre:  
K. Baršausko str. 59, Kaunas 51423

# Day 2

October 6

## PERSPECTIVES ON BUSINESS

09:00 – 09:15

Official Conference Opening Welcome and Introduction



**Prof. Eugenijus Valatka**

Rector of Kaunas University of Technology (KTU),  
Lithuania



**Prof. Edita Gimžauskienė**

BMDA President, Coordinator of IN4ACT project, Dean of KTU  
School of Economics and Business,  
Lithuania



**Dr. Virginijus Kundrotas**

Honorary President of BMDA, Dean of Adizes graduate school,  
Lithuania/USA



**Prof. Panagiotis (Takis) Damaskopoulos**

The Industry 4.0 ERA Chair holder at KTU School of Economics and Business and the  
Executive Director and Head of Research of the European Institute of Interdisciplinary  
Research (EIIR) in Paris, France,  
Poland/France/Lithuania

09:15 – 09:30

Introduction and word from  
European Commissioner



### Mr. Virginijus Sinkevičius

European Commissioner for the Environment, Oceans and Fisheries,  
[Lithuania](#)

09.30- 10.15

Keynote speech – Collective Sensemaking  
for a Future that Makes Sense



### Mr. Jerry Michalski

is the founder of Open Global Mind, a project to help humans make better decisions together, and Rel8, a project to crowdsource a shared memory. He is also an expert on trust.

Jerry was on the front lines of the tech revolution for a dozen years as a tech-industry trends analyst during the dot-com boom, as Managing Editor of Esther Dyson's newsletter Release 1.0. He also advised corporate advanced-technology groups on whether and where to deploy exponential technologies like machine intelligence. One of the 4,000-plus startups Jerry interviewed had a useful mind-mapping app called TheBrain. Intrigued, Jerry began curating his Brain then, 24 years ago. Now it's the world's largest, with over 513,000 entries. You can consult that same Brain online, for free, [here](#). From this mix of movements and ideas, Jerry is creating Design from Trust, a process that can be applied in many different domains. DfT's home base is Open Global Mind.

## Keynote speech: Collective Sensemaking for a Future that Makes Sense

The social contract is being renegotiated involuntarily around the world. "Reliable" institutions like democracy, capitalism, employment and journalism have been cracking for years and will be different in 2050. How can we make sense together through this turbulence, plus anthropogenic chaos, so we can construct a better world, especially at a moment where some actors are intentionally undermining discourse, facts and the notion of "us"?



10.15– 11.00

Keynote speech – European Sovereignty on Top of the Agenda of Government and Business Leaders



### Prof. Paul Timmers

is the Chairman of eGA's Supervisory Board since 2022. He is visiting research fellow at the University of Oxford, visiting professor at Rijeka University, Senior Advisor to the European Policy Centre and Chief Adviser to the European Institute of Technology and Health. Until 2017, he was director at the European Commission for e-government, digital health & ageing, smart cities/mobility/energy, cybersecurity and digital privacy. He was interim member of the EC's impact assessment board and cabinet member of European Commissioner Erkki Liikanen. In 2003, he led the work on the first European e-Government strategy. Paul was manager in a large ICT company and co-founded an ICT start-up. Paul holds a PhD in physics from Nijmegen University, NL (1985); an MBA from Warwick University, UK (1998); an EU fellowship at UNC Chapel Hill (2009); with executive cybersecurity education at Harvard, USA (2014).

## Keynote speech: European Sovereignty on Top of the Agenda of Government and Business Leaders

Concerns about threats to sovereignty in Europe have risen to the top of the political agendas. This development is driven by rising geopolitical tensions with China and Russia, global challenges from the pandemic to cybercrime and climate change, and disruption by digital technologies that are dominated by a few very large companies. The war in Ukraine has only exacerbated these concerns.

The EU is increasingly putting forward policies to strengthen its strategic autonomy in terms of capabilities, capacities and control necessary to safeguard sovereignty. Digital, industrial and international relations policies are centerstage. Examples are the EU Chips Act, the Digital Markets Act, the European Digital Wallet, and batteries and materials initiatives. International cooperation with like-minded partners is part and parcel of these policies such as the EU-USA collaboration in the Trans-Atlantic Trade and Technology Council. The EU Member States likewise are increasingly developing their strategic autonomy initiatives.

The keynote will address these developments and their relevance for government and business leaders.

11:00 – 11:30

Coffee break



This panel is dedicated to the analysis for the key geo-economic and geopolitical changes of our time and their implications of management and sustainable economic development. Even though it might be too early to confidently extrapolate current trends too far into the future few would doubt that they will have a significant impact in the restructuring of the economic and, indeed, political order in which business and society have operated to this day.

**Key questions to be addressed include, among others:**

- Are we experiencing the end of globalization? Entering a period of what some call ‘slowbalization’? Or are we likely to see the breakup of the world economy into rival regional blocks with all this has implied historically?
- In this emerging context how do we understand ‘strategic autonomy’ or sovereignty in matters of technology, systems of economic development, environmental protection and social sustainability?
- What are the key elements of these changes and how can we begin to map their implications for business, sustainable economic development? Main focus here might be supply chains, and energy.

**Key expected benefits for participants in the session include:**

- Better insights into the current geo-economic and geopolitical transformations
- Insights for mapping and assessing the emerging challenges, threats, and opportunities

**Moderator**



**Prof. Panagiotis (Takis) Damaskopoulos**

The Industry 4.0 ERA Chair holder at KTU School of Economics and Business and the Executive Director and Head of Research of the European Institute of Interdisciplinary Research (EIIR) in Paris, France, Poland/France/Lithuania

**Panelists**



**Mr. Jerry Michalski**

an American technology consultant. He is the former managing editor of Release I.O, a technology newsletter. He is the founder of Sociate.com and ReX, USA



**Dr. Rolf Alter**

Senior Fellow at the Hertie School of Governance in Berlin; Member and Vice Chair of the UN Committee of Experts on Public Administration (UNCEPA), Germany



**Prof. Paul Timmers**

Research associate at the University of Oxford, Oxford Internet Institute, Professor at European University Cyprus, Visiting professor at KU Leuven and the University of Rijeka; Senior advisor EPC Brussels President of the Supervisory Board Estonian eGovernance Academy and CEO of iivii, Belgium



**Mr. Ričardas Valančiauskas**

Director of Innovation and Industry Department, Ministry of Economics and Innovation, Lithuania



**Dr. Marius Jurgilas**

Member of the Board of the Bank of Lithuania, Lithuania

13:00 – 14:30

Lunch

14:00 – 15:30

## Panel 2

Capital and Policy Responses to Digitalization Challenges and Value Creation

This panel addresses the responses of the financial sector and relevant government policymaking organs to the post-pandemic period and the context of the above mentioned geo-economic and geopolitical transformations. The main theme concerns the issue of digitalization and its role in sustainable value creation, but equally important, how 'value' itself is becoming a subject of economic and social contestation.

### Key questions to be addressed include, among others:

- What have been the dominant characteristics of the responses of the financial sector during the post-pandemic period and the context of the current geo-economic and geopolitical changes? Are they adequate and in alignment with the needs of the rest of the economy?
- What have been the dominant characteristics of the responses of the financial sector during the post-pandemic period and the context of the current geo-economic and geopolitical changes?
- What should the role of policy and regulation be in the emerging business, economic, and geopolitical landscape? What are the gaps?

### Key expected benefits for participants in the session include:

An updated perspective on the current concerns and strategies of the financial sector on the transition from digitalization to value creation Updated insights and gap analysis on the role of government policy in support of digitalization and value creation.

### Moderator



#### Prof. Monika Petraite

Full Professor and Principal Researcher of the Research Group Innovation and Entrepreneurship at the KTU School of Economics and Business, Lithuania

### Panelists



#### Mr. Nicholas Coutts

Former Vice President, Global Distribution Channel Strategy IBM, a visiting lecturer and tutor on executive education on Innovation, Entrepreneurship and Design MBA Programmes at multiple business schools in Europe, United Kingdom



#### Mr. Nikita Kazakevics

Director of the Innovation and Technology Department of the Investment and Development Agency of Latvia, Latvia



#### Mr. Aidas Malakauskas

Head of Financing Transformation Swedbank, Lithuania

15:30 – 16:00

Networking Coffee Break



Real cases on processes of digitalization and value creation.

This panel turns attention to concrete cases of processes of digitalization and value creation as they have been experienced by selected organizations and in the wider context of the geo-economic and geopolitical changes of our time, as well as those associated with the post-Covid period.

**Key questions to be addressed include:**

- What have been the main strategic objectives of digitalization and how does it contribute to novel forms of value creation?
- How have digitalization strategies been designed and implemented and which employee profiles have been involved most?
- What have been the key objectives?
- What have been the main benefits of digitalization? The main challenges?

**Key expected benefits for participants in the session include**

- Insights into processes of digitization as a strategic objective for value creation in concrete organizations
- Deeper understanding of the

**Moderator**



**Prof. Mantas Vilkas**

Operations and Technology Management professor and a member of the Digitalization Research Group in KTU School of Economics and Business, Lithuania

**Panelists**



**Mr. Paulius Bulota**

Leader of Company  
Peikko Lietuva,  
Lithuania



**Mr. Šarūnas Savickas**

Digital Innovation  
Manager at Littelfuse,  
Lithuania



**Ms. Gaļina Robertsons**

Quality Manager  
Baltics at HAVI,  
Latvia



**Mr. Tomasz Brzostowski**

Vice President, Global Finance Shared Services  
Hitachi Vantara,  
Poland



**Mr. Maxim Zakletskiy**

Managing Director, Hella Lithuania,  
Lithuania

# Day 3

October 7

## PERSPECTIVES ON BUSINESS SCHOOLS

09:00 – 09:15

### Welcome and Introduction from the Chairperson



#### **Prof. Panagiotis (Takis) Damaskopoulos**

The Industry 4.0 ERA Chair holder at KTU School of Economics and Business and the Executive Director and Head of Research of the European Institute of Interdisciplinary Research (EIIR) in Paris, France, Poland/France/Lithuania

09:15 – 10:15

Keynote speech – Changing Mindsets  
For a Radical Future



#### **Dr. Rolf Alter**

Dr. Rolf Alter is an experienced economist and Senior Fellow at the Hertie School. He spent over 25 years at the Organisation for Economic Co-operation and Development (OECD) in Paris. In 2006, he was appointed Chief of Staff to the OECD Secretary-General, and in 2009 he became Director of Public Governance. Alter built a team of over 200 staff to support governments in improving their public sector performance for inclusive growth and economic competitiveness. He previously also worked for the IMF in Washington, DC, and for the German Ministry of Economy in Bonn. For the last several years, he has been a member of the Advisory Board of the Global Risks Report of the World Economic Forum. Alter's interests include institutional and regulatory reform, productivity, innovation, results-oriented budgeting, transparency, leadership and integrity. He holds a doctorate from the University of Göttingen. In 2013, he received a doctorate h.c. from the National University of Hungary and in 2016 was awarded the O.P. Dwivedi Award by the International Association of Schools and Institutes of Administration (IASIA) for his outstanding contribution to public administration and policy. In July 2021, the UN Economic and Social Council approved Rolf's appointment of to the UN Committee of Experts on Public Administration (UNCEPA) following his nomination by the UN Secretary-General for a four-year term. UNCEPA provides expert policy advice and programmatic guidance to the UN Economic and Social Council on issues relating to governance, public administration structures and processes. The Committee plays a key role in supporting the implementation of the SDGs of the UN Agenda 2030.

### **Keynote speech: Changing Mindsets For a Radical Future**

Sustainability requires organizing our societies differently. For a change of mindsets – of political leaders, bureaucracies, private sector, citizens – crisis is not sufficient, see COVID\_19. We must invest urgently in social innovation which is much more than digitalization.

10:15 – 11:45

**Panel I**  
Sustainability Strategies and  
Skills Development

With the advent of Industry 4.0, a plethora of new issues are emerging that relate to sustainability strategies and the job market. Old ways of supply chain operations are being replaced with novel technologies, new skills are being demanded, many jobs are being automated. For this reason, it's crucial for industry, academics, and politicians to comprehend the following:

- What talents are in demand?
- How soft and hard skills interact?
- What well-known professions are developing, or which old ones might disappear?
- How to keep supply chain resilient in time of war and pandemics and many more?

Participants of this panel may expect to receive multi-angular insights about the on-going issues and become more informed to tackle the industry 4.0 abruptions.

**Moderator**



**Dr. Andrius Grybauskas**

Project Researcher at IN4ACT project, KTU School of Economics and Business,  
Lithuania

**Panelists**



**Dr. Mari Avarmaa**

The Head of Business Administration Department  
of the School of Business and Governance of TalTech,  
Estonia



**Mr. Andrew Main Wilson**

Chief Executive of AMBA & BGA – the  
Association of MBAs and the Business  
Graduates Association,  
United Kingdom



**Prof. Piotr Szykiewicz**

Rector of Collegium Prometricum,  
Poland

11:45 – 12:00

**Networking Coffee break**



12:00 – 13:30

**Panel 2**  
Critical Issues in Curriculum and Educational  
Program Design

This panel and the discussion on the relevant key questions are expected to provide the participants with the following benefits:

- Deeper and early insights into the strategies and conceptual principles for developing dynamic curriculums that prepare students for future multiskilled jobs.
- Identifying curriculum updating mechanisms to prepare the future workforce for lifelong learning where universities improve students' competencies to engage in continuous learning throughout their professional carrier.
- Grasping the role of curriculum development in striking a balance between addressing the skill gap crisis and learners' social needs and rights (e.g., ethics and inclusivity).

**Moderator**



**Dr. Morteza Ghobakhloo**

ERA Chair Team Member at KTU School of Economics and Business,  
Lithuania

**Panelists**



**Dr. Andrea Brose**

Director of Centre for Teaching and Learning (Hamburg  
University of Technology - TUHH) and ECIU University  
Leader for Challenge Based Learning,  
Germany



**Ms. Natalia Ilina**

Accreditation and Member Services  
Manager, EMEA & AP, AACSB,  
The Netherlands



**Dr. Gulnara Kurenkeyeva**

Rector of Almaty Management University (AlmaU),  
Kazakhstan



**Mr. Mindaugas Ubartas**

Director of DigiTech Sector Association  
INFOBALT,  
Lithuania

13:30 – 14:30

Lunch



### Prof. Alfons Sauquet Rovira

Director of EQUIS and Quality Services at EFMD in Brussels.

Chaired Professor in Learning and Knowledge at ESADE, University Ramon Llull, Barcelona, an institution where he has served as Global Dean of ESADE (Business & Law schools) and as Dean of ESADE Business School in addition to other academic responsibilities.

Degrees include a Doctorate from Columbia University, an MBA from ESADE, and degrees in Philosophy and Psychology from the University of Barcelona.

At ESADE, he created research groups related to Learning, Knowledge and Innovation supported by different European Research programs. His last academic work is a revision of the role of Rhetoric in Management Education.

Visiting professor at Copenhagen Business School, Columbia University's TC and invited lecturer at HEC Paris and Georgetown University, among other institutions and UNDP.

As part of his commitment to Education he served and Chaired the Board of Directors of the Global Management Admission Council (GMAC) and was elected to the board of Governors of the European Institute of Innovation and Technology (EiT) and President of the Academy for Business and Society (ABIS).

Further, by invitation of the European Commission he has participated in different policy roundtables (European/Australian and Sino/European in Shanghai and Beijing).



15:10 – 16:40

Special Session for Deans and Directors General  
(Part 2) Panel Discussion

Worldwide transformations on all levels – economical, political, and social – trigger changes that occur at an unprecedented pace. Crucial role of business schools in this ever-changing environment is to adjust their missions in order to respond to the societal and economical challenges accordingly.

Special BMDA session for Deans & Directors general of the business schools is aiming to open the discussion about the relevance and impact of the business school in the ecosystem.

**The key questions to be addressed:**

- How to return to the source of the impact that business education may have on it's environment?
- How to change current academic business education model based on academic research loosely coupled with societal needs?
- What roles must different actors of the ecosystem play, including business schools, research funding agencies, publishers, ranking media outlets, accreditation bodies and associations?

Participants of this panel may expect to get insights from different perspectives – National and Global accreditations bodies as well as share their experiences and ideas actively participating in moderated workshop.

Moderator



**Dr. Ainius Lašas**

Dean, KTU Faculty of Social Sciences, Arts and Humanities,  
Lithuania

Panelists



**Ms. Natalia Ilina**

Accreditation and Member Services  
Manager, EMEA & AP, AACSB,  
The Netherlands



**Mr. Andrew Main Wilson**

Chief Executive of AMBA & BGA – the  
Association of MBAs and the Business  
Graduates Association,  
United Kingdom



**Prof. Alfons Sauquet Rovira**

Former Dean and Professor ESADE, URL  
Director Quality Services EFMD & Director EQUIS,  
Belgium



**Ms. Aurelija Valeikienė**

Deputy Director, Head of Lithuanian  
ENIC/NARIC Office Centre for Quality  
Assessment in Higher Education,  
Lithuania



**Dr. Jelena Stankevičienė**

Member of the Committee of Humanities and  
Social Sciences at the Research Council of  
Lithuania (LMT),  
Lithuania

16.40- 17.00

Coffee Break and Closing Remarks



**Prof. Edita Gimžauskienė**

BMDA President, Coordinator of IN4ACT project, Dean of KTU  
School of Economics and Business,  
Lithuania



## Moderator

**Prof. Monika Petraite**

Full Professor and Principal Researcher of the Research Group Innovation and Entrepreneurship at the KTU School of Economics and Business, Lithuania

### Workshop on educational design and demo of educational platform/ Professional development workshop

The complexities and scope of the problems to be tackled, institutional, technological and social uncertainties, and expanding multicultural environments of innovation raise.

The presentations and discussions will be oriented to the shift of the focus on creating and employing new methods for education, changing learning environments, and embedding the art and creativity approaches in order to provide versatile sources of ideas, experiences and knowledge for students.

## Moderator

**Dr. Asta Pundzienė**

Advisor to the Rector for Strategic Development of Research and Innovation, Chairman of KTU Doctoral Committee in Management and Administration, Visiting Scholar F402 Haas School of Business, University of California, Lithuania

- Online starts at 13:30

### DiHECO PhD Colloquium 2022

We are delighted to welcome you to the DiHECO PhD Colloquium 2022 on sustainable value creation and data for digital healthcare and entrepreneurship organised by consortium of Kaunas University of Technology, Lithuania, Universitat Autònoma de Barcelona, Spain, Lund University, Sweden, and University of Montpellier, France, Tampere University, Finland.

The DiHECO PhD Colloquium offers a unique opportunity for doctoral students to present their research and receive constructive feedback on their research projects and guidance how to develop it further.

## Moderator

**Mr. Gediminas Buivydas**

Chief Digital Officer of ISM University of Management and Economics, Lithuania

### How digital technologies could help maintain lifelong learning

In this workshop we will work on lifelong learning challenge and generate various digital product ideas.

Workshop session will be divided into three parts:

Empathize: share your experiences and decide on what target audience you want to focus?

During this workshop you will not only share your experiences, but will learn how other people learn and maintain their personal development. Also you will understand the basic concept on how to setup new digital products.

### Posters session for researchers

#### DURING WHOLE EVENT

aims to open the platform for sharing research ideas and outcomes as well as search for co-authors or project partners and become visible for international audience. The posters session will take place in the conference venue and will be opened during all conference days.



**17:00 – 17:30**

Summary of the Conference from the Chairman



**Prof. Panagiotis (Takis) Damaskopoulos**

The Industry 4.0 ERA Chair holder at KTU School of Economics and Business and the Executive Director and Head of Research of the European Institute of Interdisciplinary Research (EIIR) in Paris, France, Poland/France/Lithuania

**17:30 – 18:00**

BMDA future projects and offerings for the Members



**Prof. Edita Gimžauskienė**

BMDA President, Coordinator of IN4ACT project, Dean of KTU School of Economics and Business, Lithuania

**18:00**

Buses to the Hotels

**19:30 – 23:00**

Gala Dinner Restaurant Sala



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- Organizational development, accompanied by the creation of organizational muscle for change (Creation of Habits);
- Development of Organizational strategy and the right Structure, needed for its implementation;
- Creation of teams, that are capable to implement change, involving top, middle and line managers as well as other employees;
- Creation of understanding among managers their responsibility for change;
- Cultural change at all levels of organization, based on Mutual Trust & Respect;
- Changes in employees behavior: engagement instead of sabotage;
- Improving of operational KPIs;
- Transfer of change technology to the company.

### About Adizes Institute Lithuania

Adizes Institute Lithuania is an official representative of the Global Organizational transformation network – Adizes Institute Worldwide, providing consulting and training in Organizational Transformation, using the Adizes Methodology and all related instruments and tools to the owners and managers at various levels of Lithuanian organizations.

The Managing Director of Adizes Institute Lithuania, Dr. Virginijus Kundrotas is the highly experienced Senior Certified Adizes Associate for organizational management and transformation. In the Adizes Global convention 2022 he was awarded Associate of the year 2021.



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