



MYKOLAS ROMERIS
UNIVERSITY

Business Systems Laboratory 4th International Symposium

*“Governing Business Systems.
Theories and Challenges for Systems Thinking in
Practice”*

Mykolas Romeris University
Vilnius, Lithuania
August 24-26, 2016

Welcome to Vilnius and enjoy the Symposium!



SYMPOSIUM SCOPE

The Business Systems Laboratory International Symposia aim to address the global economic and social challenges of our times by systemic perspective; shedding the light to the several interactions between natural social and economic systems.

The criticalities and the opportunities of our times are faced according to the cutting edge research and practice in social science. This multidisciplinary perspective includes: management, psychology, economics, engineering and sociology.

The symposium is thought to create a friendly atmosphere among senior scholars, PhD students, researchers and business practitioners.

In particular the Symposium 2016 focuses on the epistemological, theoretical, methodological, technical and practical contributions that can represent advancements in the theory and practice for governing business systems to address the present and future challenges in the global economic and social scenarios.

While focusing on the Systemic perspective the Symposium is also open to all the scientific approaches in order to foster constructive debates and confrontations to create new perspective of research and practice in the field of business.

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Aelita Skarzauskiene,
Mykolas Romeris University,
Vilnius, Lithuania

Scientific Director



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WEDNESDAY, AUGUST 24, 2016

- ❖ **12,30 - BUS TRANSFER FROM CITY CENTER TO MYKOLAS ROMERIS UNIVERSITY**

- **13,15 -14,15 - REGISTRATION OF PARTICIPANTS**

FIRST PLENARY SESSION

- **14,15 - 14,45:**
Welcome address:
 - *Aelita Skarzauskiene*, Mykolas Romeris University
 - *Gandolfo Dominici*, Scientific Director Business Systems Laboratory.
- **14,45 - 17,15:**
Keynote speeches:
 - *The Viable Systems Approach (VSA). Comparison with other Systems Thinking approaches* by *Sergio Barile*, Full Professor of Business Management, *Sapienza University of Rome*, Italy.
 - *Self-organisation, Requisite Variety and Performance:* by *Raul Espejo*, Director General, World Organisation for Systems and Cybernetics, United Kingdom.
 - *New Developments in Systems Thinking for Managers* by: *Mike C. Jackson*, Emeritus Professor of Management Systems, Hull University Business School, United Kingdom.
- **17,15 - 17,30:**
“B.S.Lab Award for the advancements in Systems Thinking Applied To Management” to Prof. Mike C. Jackson Emeritus Professor of Management Systems, Hull University Business School, United Kingdom, Editor in Chief of Systems Research and Behavioral Science
- **17,30 - 17,45:**
Presentation of the 5th B.S.Lab Symposium (*Mauro Sciarelli - Federico II University of Naples*)
- **18,00 - 19,15: Welcome cocktail**
- ❖ **19,30 - BUS TRANSFER FROM MYKOLAS ROMERIS UNIVERSITY TO CITY CENTER**

THURSDAY, AUGUST 25, 2016

- ❖ **8,15 - BUS TRANSFER FROM CITY CENTER TO MYKOLAS ROMERIS UNIVERSITY**
- **09,15 - 10,45: PANEL SESSIONS**
- **10,45- 11,15: COFFEE BREAK**
- **11,15 - 12,45: PANEL SESSIONS**
- **13,00 - 14,15: LUNCH**

SECOND PLENARY SESSION

- **14,30 - 15,30:**
Keynote speeches:
 - *Linking Business and Financial Systems, and Issues: the case of China: Maurice Yolles*, Emeritus Professor of Management, John Moores University, United Kingdom.
 - *Value cocreation systems: Gandolfo Dominici*, Scientific Director, Business Systems Laboratory, Italy.
- **15,30 - 16,00: COFFEE BREAK**
- **16,00 - 16,45:**
Keynote speech:
 - *Communicational foundations of viable organizations: Klaus Krippendorff* Emeritus Professor of Communication, The Annenberg School for Communication, University of Pennsylvania (USA).
- **16,45 - 17,00:**
“B.S.Lab Award for the advancements in Systems Thinking Applied To Communication” to Prof. Klaus Krippendorff Emeritus Professor of Communication, The Annenberg School for Communication, University of Pennsylvania (USA)
- **17,00 – 17,30: B.S.Lab General Assembly**
- ❖ **17,30 - BUS TRANSFER FROM MYKOLAS ROMERIS UNIVERSITY TO CITY CENTER**
- ❖ **20,00 - SYMPOSIUM DINNER (optional) - Restaurant “DUBLIS ”, Traku g. 14,**

FRIDAY, AUGUST 26, 2016

- ❖ **9,00 - BUS TRANSFER FROM CITY CENTER TO MYKOLAS ROMERIS UNIVERSITY**
- **10,00 - 11,00: PANEL SESSIONS**
- **11,15- 11,45: COFFEE BREAK**
- **11,45 - 12,45: PANEL SESSIONS**
- **12,45. 13,15: BEST PRESENTATION AWARD AND FAREWELL**

- ❖ **13,30 - BUS TRANSFER FROM MYKOLAS ROMERIS UNIVERSITY TO CITY CENTER**

PANEL SESSIONS PROGRAM

THURSDAY, AUGUST 25, 2016

➤ 9,15-10,45

Social and Organisational Systemic Theories

Panel 1(of 3)

Chairs: Raul Espejo & Sergio Barile

Room 1- 9,15- 10,45 am

Agent Based Modeling and Simulation as a Computational tool for the study of Viable Systems - *Ernesto R. Alvarez-Molina, Luis G. Martínez, Antonio Rodriguez-Diaz, Manuel Castañón-Puga*, Universidad Autónoma de Baja California, México

Using systems thinking to improve absorptive capacity and readiness for disruptive innovation - *John Bensley* Queensland University of Technology Business School, Australia.

Identification of economic risk factors in implementation of strategic decisions at enterprise - *Yulia Sleptsova*, Researcher and *Roman Kachalov*, Head of Laboratory of Publishing and Marketing Activity, University "Dubna", Central Economics and Mathematics Institute, RAS, Russian Federation

The holonic view of organizations and firms- *Piero Mella*, Full professor of Business Administration, University of Pavia, Italy and *Patrizia Gazzola*, Assistant Professor of Business Administration, University of Insubria, Italy

Systems thinking applications for markets and firms

Panel 1 (of 3)

Chairs: Maurice Yolles and Mike C. Jackson

Room 2- 9,15- 10,45 am

Implementation effects in the relationship between CRM and its performance - *Jean-Michel Sahut, Professor, IDRAC, France.*

Future Proof Strategies and Concepts for Business Systems based on Systems Thinking and Sensitivity Analysis - *Gabriele Rosa Maria Harrer-Puchner, System Logics. Consulting, Development, Education. Owner & Founder. (Formerly Head of Malik Competence Center Vester, Malik Management), Switzerland*

In Search for Radical Inspiration – Using Cognitive Systems Thinking to Introduce a Framework Fostering the Creation of Innovations-
Thomas Grisold, Lecturer and PhD-candidate, Institute for Information Business, Vienna University of Business and Economics, Austria and Markus F. Peschl, Professor for Cognitive Science, Innovation Studies, and Philosophy of Science, Faculty of Philosophy, University of Vienna, Austria.

From Innovation To Business To Value By Sharing Data - *Frank Berkers, Senior Researcher, TNO - Dept. Strategic Business Analysis, Netherlands; Tim Mutsaers, Ormit, Netherlands.*

System Dynamics

Chair: Stefano Armenia

Room 3- 09,15- 10,45 am

The Analytic-driven Business Competition Dynamic Model through Innovation and Pricing Scheme Simulation - *Rich C. Lee*, IBM-Taiwan and Nation Sun Yat-Sen University, Taiwan.

Outlook for Price Dynamics in Europe: Inflation or Deflation?- *David Wheat*, Associate Professor of System Dynamics and *Sandra Nedvaraityte*, master degree student; University of Bergen, Norway; *Mihnea Constantinescu*, Head of Research, Applied Macroeconomic Research Division, Bank of Lithuania, Lithuania.

Terrorism and tourism dynamics, *Stefano Armenia* , *Georgios Tsaples* , *Camillo Carlini* , *Claudia Volpetti*, "Sapienza" University of Rome, Italy

System dynamics models to teach occupational safety and health - *Antonio Leva*, *Rita Vallerotonda*, *Daniele De Santis*, INAIL (Italian Workers' Compensation Authority), Italy; *Stefano Armenia*, "Sapienza" University of Rome, Italy.

ICT and Knowledge Management

Panel 1 (of 2)

Chairs: Francesco Caputo, Leonard Wallezky, Manlio Del Giudice

Room 4- 9,15- 10,45 am

Suggestions for Knowledge Management based on Complex Network Analysis- *Josef Daña*, Faculty of Informatics, Masaryk University, Brno, Czech Republic

Service Dominant Logic and Open Innovation Intermediaries: a possible meeting?- *Mirko Perano*, Assistant Professor of Management, , Reald University of Vlore (ASAR), Albania; *Tindara Abbate*, Assistant Professor of Management, University of Messina, Italy; *Luca Casali*, Senior Lecture in Strategic Management, Business School, Queensland University of Technology, Australia.

Towards Discovering the Limits of Smart Grid AMM Communication Infrastructure - *Jan Rosecky, Milos Kozak, Barbora Buhnova*, Faculty of Informatics, Masaryk University, Brno, Czech Republic; *Filip Prochazka*, CEO at Mycroft Mind, a.s., Czech Republic.

Innovation in cultural districts: the cases of Denver, Naples and Abu Dhabi - *Valentina Della Corte*, Full Professor of Business Management, *Giovanna Del Gaudio*, PhD, *Chiara D'Andrea* and *Fabiana Sepe*, PhD Students, University "Federico II" of Naples, Italy.

Voluntary corporate disclosure in the Era of Social Media - *Federica Evangelista*, Ph.D. Student; *Giuseppe Russo*, Associate Professor of Business Management, Department of Business and Law, University of Cassino and Southern Lazio, Italy; *Francesco Caputo*, Research fellow; *Barbora Buhnova*, Assistant Professor, Faculty of Informatics, Masaryk University, Czech Republic.

PANEL SESSIONS PROGRAM

THURSDAY, AUGUST 25, 2016

➤ *11,15-12,45*

Social and Organisational Systemic Theories

Panel 2 (of 3)

Chairs: Raul Espejo & Sergio Barile

Room 1- 11,15 - 12,45 am

Technical Thinking Systems and our Society - *Anatoly Timofeev*, National Institute of Aviation Technology, Russian Federation.

The search for Viability: a practitioner's view of how the Viable Systems Model is helping transform English local government (and why it has passed unrecognised) – *Michael Walker*, Senior Business Change Manager, Trafford Metropolitan Borough Council, UK.

Feedback Mechanisms in Public Administration System: VSM Application and Institutional Factors - *Viacheslav Maracha*, Associate Professor, National Research Nuclear University “MEPhI” and Leading research fellow, Russian Presidential Academy of National Economy and Public Administration, Russian Federation.

Technological and organizational innovation: the enterprise in the era of the network of networks - *Mario Calabrese*, Lecturer; *Bernardino Quattrociochi*, Associate Professor of Business Management; *Ewa Wankowicz*, PhD student, "Sapienza" University of Rome, Italy; *Xhimi Hysa*, Senior Lecturer in Management, Epoka University, Albania.

Systems thinking applications for markets and firms

Panel 2 (of 3)

Chairs: Maurice Yolles and Mike C. Jackson

Room 2- 11,15- 12,45 am

Synergy effect due to the common milieu for Facilities Management and Human Resources - way to the better competitiveness and effectiveness - *Aleksandar Markov*, Associate Professor of Facilities Management and *Albena Vutsova*, Professor of Industrial Business and Entrepreneurship, Faculty of Economics and Business Administration, Sofia University “St. Kliment Ohridski”, Bulgaria

Understanding the Innovation Management Skills of the Agricultural Producer: A Systems Thinking Approach - *Nathalie Lachapelle*, Professor of Business Administration, TÉLUQ, University of Quebec, Canada and *L. Martin Cloutier*, Professor, Department of Management and Technology, School of Management, University of Quebec at Montreal, Canada.

Analysis of FABRIC Dynamic Actors Network Analysis model in different scenarios - *Qiuchen Wang*, PhD student and *Sebastiaan Meijer*, Professor, KTH Royal Institute of Technology, School of Technology and Health, Sweden

Investigating Consumer Confusion Proneness Cross-Culturally: Empirical Evidence from the United States, Germany, and Thailand - *Gianfranco Walsh*, Professor in Marketing, Department of General Management and Marketing, University Jena, Germany; *Andrew Lindridge*, Senior Lecturer in Marketing, Open University, UK; *Vincent-Wayne Mitchell*, Professor of Consumer Marketing, CASS Business School, UK; *Thomas Kilian*, Professor, University of Koblenz, Germany

Financial Systems

Chair: Maurice Yolles

Room 3- 11,15 - 12,45 am

The financial law in Europe: a re-thinking of the role of law - *Daniele D'Alvia*, Lecturer in Comparative Law and Islamic finance, Birkbeck University of London, UK.

Financing Management of Companies- *Eleonora Kontuš*, Faculty of Economics, University of Rijeka, Croatia.

A New Approach to Management of Cash in a Company - *Eleonora Kontuš*, Faculty of Economics, University of Rijeka, Croatia.

Social Responsibility Disclosure and Financial Performance: evidences from some Italian Public Companies - *Mauro Sciarelli*, Full Professor of business Management; *Mario Tani*, Research fellow; *Giovanni Catello Landi*, PhD Student, University "Federico II" of Naples, Italy.

ICT and Knowledge Management

Panel 2 (of 2)

Chairs: Francesco Caputo, Leonard Wallezky, Manlio Del Giudice

Room 4- 11,15- 12,45 am

Recent and actual computer era: is the Solow paradox restored?- *Ivan Pogarcic*, Assistant Professor and *Sanja Raspor Janković*, Senior Lecturer, Polytechnic of Rijeka, Croatia.

Different role and different business models: Cloud-computing ecosystems and the heterogeneity of actors - *Tindara Abbate*, Assistant Professor of Business Management, *Fabrizio Cesaroni*, Associate Professor of Business Management *Massimo Villari*, Associate Professor of Informatics, University of Messina, Italy.

The role of Customer Experience in re-purchase of Personal Technological Devices- *Mario Tani*, Research fellow, University "Federico II" of Naples, Italy and *Tindara Abbate*, Assistant Professor in Business Management, University of Messina, Italy.

The leadership competencies and intuitive decision-making of top and middle level managers in the automotive industry - *Ivan Erenda*, PhD, TPV d.d, Slovenia; *Vasja Roblek*, PhD student, Fizioterapevtika, Slovenia; *Maja Meško*, Associate Professor of management, Faculty of management, University of Primorska, Slovenia.

PANEL SESSIONS PROGRAM

FRIDAY, AUGUST 26, 2016

➤ *10,00 - 11,00*

Social and Organisational Systemic Theories

Panel 3 (of 3)

Chairs: Raul Espejo & Sergio Barile

Room 1- 10,00 - 11,00 am

From theory to practice: applying systems thinking to Smart Cities - *Marialuisa Saviano*, Associate Professor of Business Management, University of Salerno, Italy; *Francesco Caputo*, Research fellow and *Leonard Wallezky*, Assistant Professor, Department of Computer Systems and Communications, Faculty of Informatics, Masaryk University, Czech Republic; *Vincenzo Formisano*, Associate Professor of Business Management, University of Cassino and Southern Lazio, Italy.

Dynamic Capabilities and T-Shaped Knowledge in Project Management. A Viable Systems perspective- *Marcello Martinez*, Full Professor of Organization Studies, Department of Economics, Second University of Naples, Italy; *Primiano Di Nauta*, Associate Professor of Organization Studies and *Biagio Merola*, Assistant Professor of Business Management, Department of Economics, University of Foggia, Italy.

Paradigm change from the systemic view to systems science - *Janos Korn*, Independent scholar, UK.

Systems thinking applications for markets and firms

Panel 3 (of 3)

Chairs: Maurice Yolles and Mike C. Jackson

Room 2- 10,00- 11,00 am

Relationships management and value creation: a study on the role of the organizational culture in the wine industry of Basilicata - *Piermichele La Sala*, *Emilia Lamonaca*, *Francesco Contò*, Department of Economics, University of Foggia, Italy *Raffaele Silvestri*, Department of Economic Sciences University of Bari “Aldo Moro, Italy.

Global Trade Order: The lessons from Doha Round - *Nino Papachashvili*, Associate Professor, Faculty of Economics and Business, Iv. Javakhishvili Tbilisi State University, Georgia.

Sustainability, Business ethic and CSR

Chair: Mauro Sciarelli

Panel 1 (of 2)

Room 3- 10,00- 11,00 am

An empirical study of solving social and environmental problem by a business firm and sustainable business growth - *Fumihiko Isada*, Professor, Faculty of Informatics, Kansai University, Japan; *Yuriko Isada*, Associate Professor, School of Policy Studies, Kwansai Gakuin University, Japan.

A Critical view on the role of NGOS in systemic capacity building: Insights from projects for promoting food production in Northern Ghana - *Roland Bardy*, Executive Professor, Florida Gulf Coast University, USA; *Philip Awekeya*, Vice President, Regentropfen College of Applied Sciences, Ghana.

Sustainability measured as Entropy Efficiency in the Balance Sheet of the Business Corporation. - *Anthony Friend*: Lecturer in Ecological Economics & Nonlinear Accounting Methods, OIKOS, Ottawa, Canada

PANEL SESSIONS PROGRAM

FRIDAY, AUGUST 26, 2016

➤ *11,45 - 12,45*

Interactions Revolution

Chairs: Raul Espejo & Gandolfo Dominici

Room 1- 11,45 - 12,45 am

Globalized World Economy, Innovations and National Policies for Economic Growth - *Eka Sepashvili*, Associate Professor, Iv. Javakhishvili Tbilisi State University, Georgia.

A systems-theoretic perspective on corporate social responsibility-
Vladislav Valentinov, Leibniz Institute of Agricultural Development in Transition Economies, Halle, Germany.

Sustainability, Business ethic and CSR

Chair: Mauro Sciarelli

Panel 2 (of 2)

Room 3- 11,45- 12,45 am

Large-scale systems and the temporal horizon of CSR - *Dmitry Reut*, Professor, National Research Nuclear University MEPhI; N.E. Bauman Moscow State Technical University, Russian Federation.

Social Report and Non Profit Organizations: Some Empirical Evidence- *Rosa Lombardi*, Assistant Professor of Accounting, Link Campus University, Italy; *Raffaele Trequattrini*, Full Professor of Accounting, *Alessandra Lardo*, PhD Student *Benedetta Cuzzo*, PhD Student, Dep.t of Economics and Law, University of Cassino and Southern Lazio, Italy.

Modeling the agents of cyclical change in order to determine appropriate movement towards sustainability - *Stephanie Sandland*, Senior Lecturer and *Adrian Haberberg*, Principal Lecturer, Royal Docks School of Business and Law, University of East London. UK.

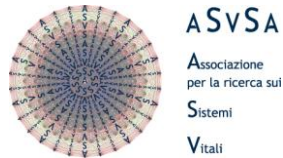
POSTER SESSION

THURSDAY AND FRIDAY, AUGUST 25, 26, 2016

➤ *DISPLAYED ALL DAY*

- **Entrepreneurial University – Subsystem Determining the Success of Clusters**, *Ineza Gagnidze*, Iv. Javakhishvili Tbilisi State University, Georgia.
- **Defining company mission and social responsibility in business engineering**
Irina Gogorishvili, Ivane Javakhishvili Tbilisi State University and Metreveli Marina, Georgian Technical University, Georgia.
- **Influence of Tax Burden on Countries' Financial Stability**, *Simonas Skarzauskas*, Mykolas Romeris university, Lithuania.
- **Role of the ERP systems in the successful management of Georgian companies**, *Rusudan Seturidze*, Iv. Javakhishvili Tbilisi State University, Georgia.
- **User generated value factors in e-business**. *Živilė Baubonienė, Gintarė Gulevičiūtė, Aelita Skaržauskienė*, Mykolas Romeris University, Lithuania.
- **Harnessing Collective Knowledge in Development of Absorptive Capacity**, *Birutė Mikulskienė* and *Monika Mačiulienė*, Mykolas Romeris university, Lithuania.
- **On the Modelling of Business Cluster Performance: Overview of Recent Approaches**, *Laura Gudelytė* and *Aelita Skaržauskienė*, Mykolas Romeris University, Lithuania.
- **What turns enterprise social networking tool into innovation difficult to adopt: case study results**, *Gintarė Žemaitaitienė, Agnė Tvaronavičienė*, Mykolas Romeris University, Lithuania; *Asta Tiškutė*, Atatürk Üniversitesi, Turkey.
- **System dynamics for interest groups capacity building: implications for better inclusion**, *Birutė Mikulskienė*, Mykolas Romeris University, Lithuania; *David Wheat*, University of Bergen, Norway.
- **Agriculture, as the priority of the economic development of Georgia**, *Leila Kadagishvili* and *Rusudan Seturidze*, Iv. Javakhishvili Tbilisi State University, Georgia.

- **Some Aspects of Successful Brand (at Tbilisi consumer's market)**, *Maia Seturi*, Iv. Javakhishvili Tbilisi State University, Georgia.
- **The value of a network, unexplored implication for mobile app: Doctor Chat case study**, *Davide Di Fatta*, University of Messina; *Francesco Cupido*, University of Palermo, Italy.
- **Model-Based Governance: How System Dynamics, Business Intelligence and Data Science are changing the practice of Policy Making** - *Stefano Armenia*, *Camillo Carlini*, *Georgios Tsaples*, *Claudia Volpetti*, "Sapienza" University of Rome, Italy.
- **The enterprise relational view (ERV). Exploring future in strategic management**, *Marco Pellicano*, University of Salerno, Italy; *Mirko Perano*, Reald University of Vlore, Albania; *Gian Luca Casali*, QUT, Australia.
- **Can we Save 'Unlearning'? Taking a Systems Approach to Clarify the Concept and Distinguish Learning From Unlearning**, *Thomas Grisold*, Vienna University of Business and Economics, Austria.
- **Sensing demand signals in markets as complex systems: Wal-Mart case study** - *Andrea Moretta Tartaglione* and *Roberto Bruni*, Assistant Professors of Business Management, University of Cassino and Southern Lazio, Italy; *Maja Bozic*, Independent Scholar, Belgrade, Serbia.
- **University. Elements for a study of social systems**, *Camilo Andrés Toledo Parra*, Universidad Industrial de Santander, Colombia; *Sonia Cristina Gamboa Sarmiento*, Associate Professor of Systems Engineering, Universidad Industrial de Santander, Colombia.



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