

MULTIDISCIPLINARY APPROACH IN BUSINESS AND EDUCATION TO ASSURE HIGH COMPETITIVENESS

(FINDING FAST AND RIGHT
SOLUTIONS NOW AND TOMORROW)

15–16, October, 2020
Online

18th
Annual BMDA
Conference



WELCOME WORD FROM BMDA



Dear Colleagues and Friends of BMDA,

Welcome to the 18th Annual BMDA Conference, which this year for the first time in the history of Association is organized completely on-line!

Year 2020 forced us to face unbelievable and unexpected change locally, regionally, and globally! It made necessary for the whole World to act and operate in completely different way to remain competitive!

Today as never before we see the huge need for non-linear, overly complex, and multidisciplinary approach in all our activities. Obviously, it is not very easy to figure out and especially apply such approach. This is why we decided in our main event of the year to explore, discuss and share our experiences on this topic both in business and education.

As usually, we brought here together first-class management thinkers, practitioners and academicians to share their insights and together with all participants to look for optimal solutions both in business and academia in order to grow, to innovate and not to give-up in this very complicated situation.

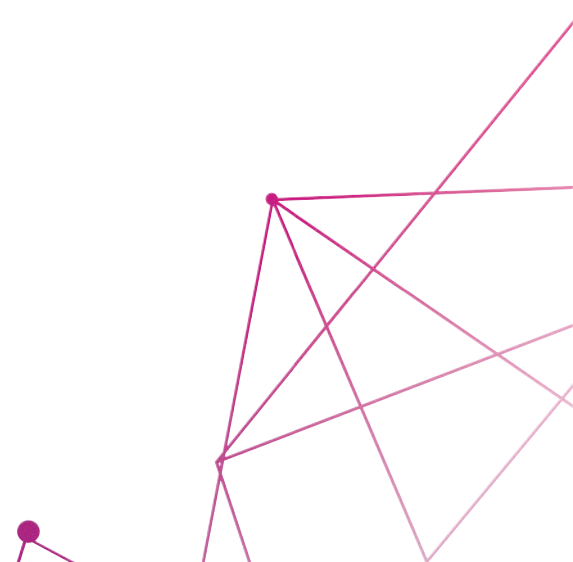
During the two exciting days we will listen, learn, discuss various management issues from macro to micro level, but also in addition to that, as usually, we will have nice touch of music and art. We also will have a chance to meet and interactively network among international community of participants.

I sincerely grateful to all our participants and partners of the Conference, and especially to the School of Business and Governance at TalTech University in Estonia for virtual hosting of the event!

Welcome to one more incredible BMDA Annual conference and enjoy it!

Sincerely,

Dr. Virginijus Kundrotas
President of BMDA



WELCOME WORD FROM TALTECH



Dear fellow BMDA people,

The key word in the title of our conference is competitiveness. In most cases, it means some kind of ability to be successful in competition. In any case, it is related to competition in different environments. Today's Covidenvironment is very special, but we have found a way to stay connected.

The concept of competition has multiple meanings and faces. I have taught a Harvard Business School based course Economics of competition for about ten years and even now I am not very sure what competition is and what it takes to be competitive.

First, competition is different depending on the units of competition. "Competition is pervasive, whether it involves companies contesting markets, countries coping with globalization, or social organisations responding to societal needs", wrote Michael Porter in his *On competition*. He most probably did not mention the people and universities only because of trying to keep the book shorter.

Second, the competitors' objectives and payoff function(s) influence the competitive process and outcome. Together they also determine how intensive the rivalry is and how it is shaped. The level of aspiration is paramount here. One may be happy with minimal (biological) level of competitiveness that ensures survival. Alternatively, you can try to achieve unachievable – to maximize the payoff – that is familiar to all of us from the first course of microeconomics. Moreover, you can choose keeping your feet on the ground following Simon's satisficing behaviour. In most cases, in their behaviour, competitors rely on this the bounded rationality bringing additional indeterminacy into the process and outcome.

Third, the types of transactions and relationships influence the outcome. In many cases, when we speak about competition and competitiveness, we implicitly keep in mind what happens in the market and forget about other types of relationships that may influence the outcome more than market forces. Hierarchy, institutions and networks are at least of the same importance as the market. Our BMDA is not a hierarchical organisation; it was started as a network and has become the institution of cooperation that continues to bring us together.

I wish that you were well-rounded competing "units", founded your behaviour upon the rules of bounded rationality and stayed aimed and cooperatively minded while having positive relationships when you compete in a new environment that is surrounding us today.

It is unfortunate that we cannot meet here in Tallinn during the days of the conference but I hope that we will find the way and the virus will lose. The conference we are having(now)resultsfrom the cooperation of many people. This is how it should stay – the best way to be competitive is to cooperate.

**With cooperative greetings,
Enn Listra**

PARTNERS OF THE CONFERENCE



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CONFERENCE PROGRAM



Day 1. COMPETITIVE BUSINESS

October 15, 2020 (Thursday)

9.00 - 9.10 Official Conference opening and Introduction of the first day.



- **Enn Listra**, Prof., Dean of School of Business and Governance, TalTech, Estonia



- **Virginijus Kundrotas**, Ph.D., President of BMDA, Lithuania, Dean of Adizes Graduate School, USA

9.10 - 9.20 A word from Chairman.



- **Sherif H. Kamel**, Prof., Dean of School of Business at The American University in Cairo, Egypt

9:20 - 10:20 Keynote speech - What does competitiveness mean for us in the future?



- **Arturo Bris**, Prof., Director of IMD Competitiveness Centre, Switzerland

Questions and discussions on the topic

10.20 -10.35 Networking Coffee Break

10.35 - 11.35 Panel 1: How to assure competitiveness for Today & Tomorrow at MACRO level (countries, regions, cities)



Leader of the Panel - **Virginijus Kundrotas**, Ph.D., President of BMDA, Lithuania, Dean of Adizes Graduate School, USA



- **Elena Leontjeva**, President of company Lietuvos laisvosios rinkos institutas (Lithuanian free market institute), Lithuania



- **Meelis Kitsing**, Prof., Rector of Estonian Business School (EBS), Estonia



- **Olga Bogdanova**, Ph.D., Director of the Tax Administration and Society Interests Policy Department at Ministry of Finance, Associate professor at RTU, Deputy Chair of the Supervisory board of AS "Augstspriegumat kls", Latvia

Questions and discussions on the topic

11.35 -11.50 Networking Coffee Break

11.50 -12.50 Panel 2: How to make Business competitive- Investors and Owners approach for Today & Tomorrow



Leader of the Panel - **Irina Sennikova**, Prof., Dean of Business School, RISEBA, Latvia



- **Kaarel Ots**, Chairman of the Management Board, Nasdaq, Estonia



- **Panagiotis (Takis) Damaskopoulos**, Ph.D., Executive Director and Principal Investigator of the European Institute for Interdisciplinary Research (EIIR), France/Lithuania



- **Jan Wyrwiński**, Managing Partner and Co-Founder at Alfabeat, Poland

Questions and discussions on the topic

12.50 - 13.20 LUNCH break

13.20 -14.20 Panel 3: How to make Company competitive Today & Tomorrow - Future Business Leader



Leader of the Panel - **Araksya Mirakyan**, Senior lecturer, Managing director, Moodys, Lomonosov Moscow State University Business School, Russia



- **Mariano Andrade Gonzalez**, Managing director Moodys, USA/Lithuania



- **Mickey Granot**, Vice-president for strategic planning of Elmo Motion Control, Israel



- **Rytis Jurkėnas**, Ph.D., CEO of Kalba.lt, Lithuania

Questions and discussions on the topic

14.20 -14.35 Networking Coffee Break

14.35 -15.35 What could be learned from Baltic companies- VIRTUAL COMPANIES VISITS and analysis



Teltonika IoT Group (Lithuania) is the leading Lithuanian company developing an exceptional worldwide Internet of Things solutions.

In 22 years of activity Teltonika IoT Group produced more than 10 million IoT devices, connected to the internet and are expanding their business activity in Telematics, Network, Telemedicine, and Original Device Manufacturing fields. They have 1100+ Business clients and selling in 150+ COUNTRIES Around the World and aspire to become one of the global leaders of providing unique IoT solutions that contribute to making people's lives easier

Visit to the Company, as well as meeting and discussion on competitiveness with Founder of Teltonika IoT Group A. Paukštys and CEO of one Group companies A. Šėgžda.



Visit integrator: **Virginijus Kundrotas**, Ph.D, Senior associate of Adizes methodology, managing director of Adizes Lithuania



ERICSSON

Ericsson - is one of the leading providers of Information and Communication Technology (ICT) to service providers. Company enables the full value of connectivity by creating game-changing technology and services that are easy to use, adopt, and scale, making its customers successful in a fully connected world. Ericsson representative at the visit Mr. Urmas Ruoto - Account Manager at Ericsson.



Visit integrator: Mickey Granot, Vice-president for strategic planning of Elmo Motion Control, Israel

15.35 - 16.35 Feedback from the groups and summary of the day

16.35 Surprise Entertainment - Explore the World of Art



Day 2. COMPETITIVE BUSINESS SCHOOL

October 16, 2020 (Friday)

9.00 -9.10 Introduction of the 2nd day



- Chairman of the conference **Sherif H. Kamel**, Prof., Dean of School of Business at The American University in Cairo, Egypt

9.10 -10.10 Panel 1: What changes in educational policy enable to increase competitiveness of the graduates



- Leader of the Panel - **Tim Mescon**, Ph.D., Executive vice president and chief officer for Europe, the Middle East, and Africa for AACSB International, The Netherlands



- **Kornelija Tiesnesytė**, Vice Minister of Education, Lithuania



- **Ulla Illison**, Head of just founded Education and Youth Authority, Estonia



- **Assylbek Kozhakhmetov**, Ph.D., President of Almaty Management University, Kazakhstan

Questions and discussions on the topic

10.10 - 10.25 Networking Coffee Break

10.25 - 11.25 Panel 2: Success stories of competitiveness in undergraduate education



Leader of the Panel - **Anto Liivat**, Head of Bachelor studies, Member of Rector's Office, Estonian Business School (EBS), Estonia



- **Davlat Abduvali**, Ph.D., Rector of Business School, Narxoz university, Kazakhstan



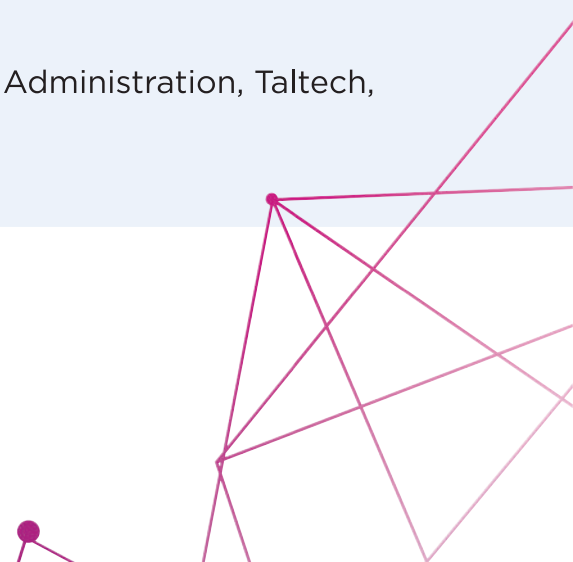
- **Oksana Letjušenkova**, Ph.D., Rector of EKA University of Applied Sciences, Latvia



- **Tarvo Niine**, director of BA program in Business Administration, Taltech, Estonia

Questions and discussions on the topic

11.25 - 11.40 Perlego Coffee Break



11.40 - 12.40 Panel 3: Success stories of competitiveness in graduate education



Leader of the Panel - Katrin Arvola, Director of MA programmes (Estonian and English) in Business Administration, TalTech, Estonia



- **Dipak C. Jain**, Prof., European President and Professor of Marketing at CEIBS, China/USA



- **Andrew Wilson**, Chief Executive at AMBA - The Association of MBAs, United Kingdom



- **Ramon O'Callaghan**, Prof., Dean of Porto Business School, Portugal

Questions and discussions on the topic

12.40 - 13.10 LUNCH break

13.10 - 14.10 Panel 4: Changes needed in executive education to remain competitive Today & Tomorrow



Leader of the Panel - Andrzej Popadiuk, President, GFKM - Gdansk Foundation for Management Development, Poland



- **Ana Rodrigo Gonsalves**, Head of Innovation for Corporate Development at Nova University, Portugal



- **Dalius Misiūnas**, Ph.D., President at ISM University of Management and Economics, Lithuania



- **Danica Purg**, President of the IEDC-Bled School of Management, Slovenia, and the founding President of CEEMAN - International Association of Management Development in Dynamic Societies, Slovenia

Questions and discussions on the topic

14.10 - 14.25 Networking Coffee Break

14.25 - 15.25 ROUND TABLE DISCUSSIONS (3 GROUPS)

TOPIC 1:

Interdisciplinary / multidisciplinary / cross-disciplinary programs and courses as a part of business education and what learning methods are most effective to enhance future competitiveness



Moderator of round table: **Yerbol Suleimenov**, Ph.D., Rector of AlmaU, Kazakhstan

TOPIC 2:

Challenges and solutions when classrooms moving virtual. Experiences, success stories, failures.



Moderator of round table: **Daria Denisova**, Associate Dean on International Relations, Lomonosov Moscow State University Business School, Russia

TOPIC 3:

Is there a difference – studying management vs. studying entrepreneurship?
What is demand for future?



Moderator of round table: **Modris Ozolins**, Ph.D., Director of Norwegian - Latvian MBA programme “Innovation and Entrepreneurship”, Project manager for EU project “Development of Transdisciplinary Entrepreneurship Training Methodology”, Riga technical University (RTU), Latvia

15.25 - 15.55 Feedback from the groups

15.55 - 16.10 Networking Coffee Break

16.10 - 16.30 BMDA Awards

16.30 - 17.00 Future BMDA projects

17.00 - 17.30 Closing keynote speech - **COMPETITIVENESS IN THE XXI CENTURY**

Questions and discussions on the topic



- **Ichak K. Adizes**, Ph.D., Founder of Organizational Therapy and Adizes Institute Worldwide, USA

17.30 - 18.00 Closing remarks of the conference



SPEAKERS' BIOS





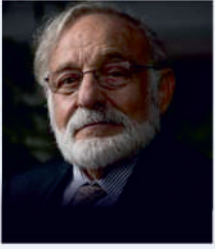
Davlatbek Abduvaliyev, PhD, MBA
Dean, Graduate School of Business, Narxoz University

Professor Davlatbek Abduvaliyev has been developing business education both in the academia and industry for more than twenty years. Early in his career, having obtained an MBA degree from Hofstra University, New York, he joined KIMEP University as a lecturer in 2000.

And during the twelve-year work at KIMEP University he set up the departments of Accounting and Finance, recruited faculty and students, designed and developed the curriculum, and implemented organizational structure and documentation. Later he served as the CFO of KIMEP University and reorganized its administrative, HR and financial structure, as well as optimized the business process of student, staff, faculty and vendor affairs.

Having obtained his PhD in Business and Management degree from the University of Manchester, UK, Professor Abduvaliyev joined the Graduate School of Business, Nazarbayev University in 2016, where he conducted research and teaching in the Executive MBA, full-time MBA and MSc Finance programs. During his tenure in GSB NU Davlatbek helped in developing executive education, as well as designed the MSc Finance curriculum as a team member.

Recently Professor Abduvaliyev joined the newly setup Graduate School of Business, Narxoz University, as the founding Dean. He envisions a world-class business school with prominent executive education programs and currently is in the process of formulating the strategy and promoting the programs.



Ichak Kalderon Adizes

For more than forty years, Dr. Ichak Kalderon Adizes has developed, tested and documented the proprietary methodology that bears his name. The Adizes Methodology for Organizational transformation provides tools for corporations, governments, and not-for-profit organizations to achieve exceptional results and manage accelerated change without destructive conflict. Leadership Excellence magazine named Dr. Adizes one of the Top Thirty Thought Leaders on Leadership, and The Holmes Report named him as one of the Best Communicators Among World Leaders for 2017 alongside Pope Francis, Angela Merkle, and the Dalai Lama. In 2019, Dr. Adizes received the Lifetime Achievement Award from the International Academy of Management. In recognition of his contributions to management theory and practice, Dr. Adizes has received twenty-one honorary doctorates from universities in eleven countries. He is an honorary chancellor of the University of Fredericton, Canada, an honorary lieutenant colonel in the Israeli military, and a recipient of the 2010 Ellis Island Medal of Honor. He has been made an honorary citizen of two countries for his contribution to their governments.

Dr. Adizes is a fellow of the International Academy of Management and a former tenured faculty member at UCLA. He has taught as a visiting professor at Stanford University, Tel Aviv University, and Hebrew University and a lecturer at the Columbia University Executive Program. He has served as dean of the Adizes Graduate School for the Study of Collaborative Leadership and Constructive Change and is currently an academic advisor to the International School of Management for the Academy of National Economy of the Russian Federation.

Dr. Adizes is the founder and CEO of the Adizes Institute, an international change management company based in Santa Barbara, California, that delivers the Adizes Program for Organizational Transformation to clients in the public and private sectors. In addition to advising Dr. Ichak Adizes United States prime ministers and cabinet-level officers across the world, Dr. Adizes has administered the Adizes program to a wide variety of companies ranging from startups to members of the Fortune 100.

Dr. Adizes lectures in four languages and has appeared before well over two hundred fifty-thousand senior-level executives in more than fifty-two countries. His book *Corporate Lifecycles: How Organizations Grow and Die and What to Do About It* (subsequently revised, expanded, and republished as *Managing Corporate Lifecycles*) was named one of the Ten Best Business Books by Library Journal. He is an international bestseller and has published twenty-six books translated into a combined total of thirty-six languages.

Dr. Adizes is married with six grown children. Living in Santa Barbara California, he loves to play the accordion, practice yoga and Heartful meditation.



Katrin Arvola

Katrin Arvola is an entrepreneurship lecturer and programme director for two master level programmes: International Business Administration (International programme in English) and Management and Marketing programme (Estonian programme).

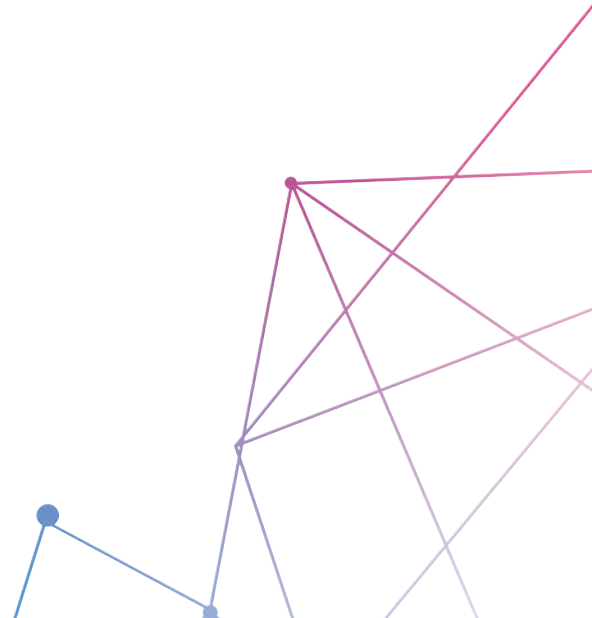
As well as being TalTech's alumnus, Katrin has worked there in various positions for over 10 years, dealing with extracurricular programmes, teaching, co-operation with companies and programme management. That gives a wide overview in many different angles which is very beneficial when doing co-operation on many levels.



Olga Bogdanova

Director, the Ministry of Finance of the Republic of Latvia

Olga Bogdanova is the Director of Tax Administration and Society Interests Policy department at the Ministry of Finance of the Republic of Latvia. Since 2005, she has been working for the governmental sector. From 2013 to 2018, she took positions of Head of Energy Market and Infrastructure Unit, Director of Energy Market and Infrastructure Department and Acting Deputy State Secretary for Energy at the Ministry of Economics. Since 2019 Olga Bogdanova is a Deputy Chair of the Supervisory board (2016 - 2019 the member of the Supervisory board) of the Power Transmission System operator of Latvia AS "Augstspriegumat kls" holding the controlling stock of the Latvian gas transmission and storage system operator. Olga Bogdanova has Doctor Degree in Economics. She is an Associate Professor at Riga Technical University. Within the last 5 years Dr.oec. Bogdanova developed two monographs and ten scientific publications focused on the challenges in the energy field, regional cooperation issues and economic development. In 2017, Dr.oec.Bogdanova was elected as an expert of the Latvian Scientific Council in economics. She is a third-year member of the Future Energy Leadership Program and an active expert at the World Energy Council. Olga Bogdanova has several high level acknowledgements for her achievements in the governmental sector from the Prime Minister, Minister for Economics responsible for Energy, Minister of Finance, the Latvian Academy of Science, and others. In 2014, she received the Siemens Excellence Award for her Doctoral Thesis "Latvia's Development Models in the Internal Market of the European Union".





Arturo Bris

Professor of Finance, IMD
Director of the IMD World Competitiveness Center
Member of the Board, Wealth Management Institute (Singapore)
Member of the Board, Debiopharm Investment
Member of the Board, International School of Lausanne
President of the Board of Trustees, IMD Pension Foundation
Associate, European Corporate Governance Institute
Research Fellow, Yale International Center for Finance

Arturo Bris is Professor of Finance at IMD. Since January 2014 he is also leading the world renowned IMD World Competitiveness Center.

At IMD he directed the Advanced Strategic Management from 2009-2014. He has directed programs for senior executives in several industries and continents. Prior to joining IMD, Professor Bris was the Robert B & Candice J. Haas Associate Professor of Corporate Finance at the Yale School of Management (USA). A Research Associate of the European Corporate Governance Institute, and a member of the Yale International Institute for Corporate Governance, he has worked extensively on issues of Corporate Governance, Financial Regulation, and International Valuation.

His research and consulting activities focus on the international aspects of financial regulation, and in particular on the effects of bankruptcy, short sales, insider trading, and merger laws. Arturo Bris has also researched and lectured on the effects of the Euro on the corporate sector, as well as on the valuation impact of corporate governance changes.

Arturo is passionate about global competitiveness, financial development and macroeconomics. His latest research identifies the relationship between income inequality, social mobility and competitiveness. He is also developing a competitiveness-based investment portfolio that track the best and worst economies.

His work has been published in the Journal of Finance, the Journal of Financial Economics, the Review of Financial Studies, the Journal of Legal Studies, and the Journal of Business, among others.

Professor Bris taught Corporate Finance and Investment Banking at Yale from 1998 to 2005, where he received the Best Teacher Award twice. His consulting experience includes companies in Asia, the US, and Europe. He is the President of the Board of Trustees of IMD Pension Foundation, and a member of the Supervisory Board of the International School of Lausanne. He is a frequent speaker in international conferences, and appears regularly on international media outlets.

Professor Arturo Bris ranks among the top one hundred most-read finance academics in the world. He graduated in Law and Economics from Universidad Autónoma de Madrid, and received an MSc from CEMFI (Foundation of the Bank of Spain). He holds a PhD in Management from INSEAD. He enjoys reading, road- and mountain-biking, and playing bass guitar.

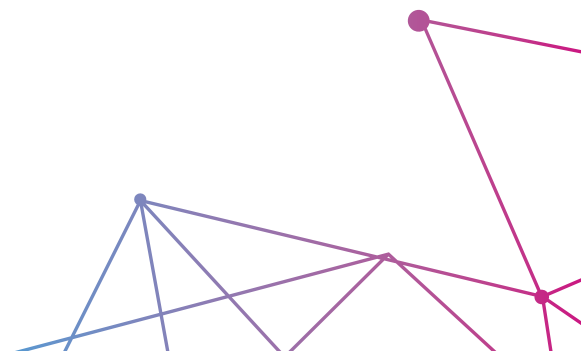


Ramon O'Callaghan

Ramon O'Callaghan is Dean of Porto Business School (PBS), Porto University. Prior to joining PBS, he was founding Dean of the Graduate School of Business at Nazarbayev University in Kazakhstan, a school established with the Fuqua School of Business, Duke University. Over the years, he has held many other senior positions: Dean of TIAS, the business school of Tilburg University and Eindhoven University of Technology, in the Netherlands; Director of Deusto Business School and Vice Rector, University of Deusto in Bilbao, Spain; Associate Dean International Affairs, Director of MSc programs, and chaired professor at TiSEM, the School of Economics and Management of Tilburg University; Associate Dean at TIAS and Director of its International Executive MBA, a joint program with the Krannert School, Purdue University; Associate Professor and MBA Director at Nyenrode University. Previously, he was Assistant Professor at IESE, and researcher at Harvard Business School.

His research interests include: Management of Technology, Innovation, and Knowledge Management; and has published in journals, books and international conference proceedings. His professional experience also includes training, research and consulting projects for European, American and Asian organizations. He has also taught in executive programs of IESE, INSEAD, London Business School, MIT Sloan, Purdue University, and Solvay Brussels. Prior to his academic career, he worked several years at Texas Instruments.

He holds the degrees of Doctor of Business Administration from Harvard; MBA from IESE; MSc and BSc in Electrical Engineering from Barcelona Tech UPC University. His education also included courses at the MIT Sloan and ESCP in Paris.





Panagiotis (Takis) Damaskopoulos

Prof. Dr. Panagiotis (Takis) Damaskopoulos is the Industry 4.0 ERA Chair at the School of Economics and Business at Kaunas Technical University and the Executive Director and Head of Research of the European Institute of Interdisciplinary Research (EIIR) in Paris, France. His research, teaching and advisory activities concentrate on the economic, organizational, technological and policy/governance dynamics of innovation, and the evolution corporate, regional and state strategies of innovation, competitiveness and sustainable development within the broader context of the Fourth Industrial Revolution. He undertakes this work in collaboration with leading academic/research institutions, private business organizations, national and regional governments across the European Union (EU), and international organs such as the European Commission, the Organization for Economic Co-operation and Development (OECD), and the United Nations Development Program (UNDP).

Takis acts as principal researcher in several European Commission and EU national and cross-regional Research and Technology Development (RTD) projects that explore the changing systemic conditions underpinning processes of innovation and sustainable development, with special emphasis on global technology and business networks and the organizational transformations associated with Industry 4.0 and their economic, social and environmental implications across the EU. He is an expert evaluator of several research, technological and development priorities of the European Commission's Framework Programs, such as the Horizon 2020. He also acts as a reviewer of large-scale international RTD projects in the domains of national and regional strategies of economic development, the international positioning of regions for the attraction of foreign investment and improvement of competitiveness, and the design and implementation of regional strategies of innovation for socially balanced and environmentally sustainable development.

During his career Takis has held course directorship and senior research positions at INSEAD (Fontainebleau, France), and York University (Toronto, Canada). His academic research and teaching activities cross the fields of international political economy, the design of business strategy, technology management with special emphasis on the application and economic implications of Artificial Intelligence, and emerging issues concerning governance systems of innovation and the design of research strategies. He has authored and co-authored advanced research in chapters in edited volumes and articles published by organizations such as The MIT Press, the European Management Journal, and the official publications of the European Commission, among others. His work has been widely discussed in forums such as the thematic expert groups of the European Commission, the World Bank Institute, the US Department of Commerce, the Science and Technology Commission of Shanghai, the Institute for Prospective Technology Studies (IPTS), and leading universities in the EU and North America. He holds a MA and a PhD in International Political Economy from York University, Toronto, Canada.



Daria Denisova

Lomonosov Moscow State University, Business School

Ms Daria Denisova is Associate Dean for International Affairs at Lomonosov Moscow State University Business School. Having graduated in Russian Language and Literature, she then obtained a Master in Philosophy from the National Research University - Higher School of Economics in Moscow.

Her primary responsibility lies with the development and implementation of the institution's internationalisation strategy. She drives the development of the double degree programs with overseas institutions and helps build students international environment at MSU Business School, including engagement with partner universities, foreign lecturers and learners. She also facilitates international scientific forums and conferences for students and academic staff of MSU Business School. Applying her knowledge and expertise in higher education for the last 8 years, she has held several positions, such as Exchange Program Coordinator, Quality Assurance Manager, Head of Admissions. She has also lectured in courses on Cultural Studies at MSU Business School.

At present her study interests are on innovation in teaching and learning, international education and university and labor market collaboration.



Ana Rodrigo Goncalves

Head of Innovation for Corporate Development, NOVA School of Science and Technology, Portugal

Experienced Marketing Executive with over 20 years in national and multinational companies, in different industries such as Education, Banking, Consulting Services, Automotive Retail and Renewable Energies, with proven results in developing marketing strategies and outstanding customer experiences.

During my career I always demonstrated tendency to challenge the status quo and drive constant improvement and innovation in process and ability to achieve organisational goals, and that is the reason why I was invited to develop the Executive Education in a Tech & Science University after a catalyst like the Covid-19, because we all believe that learning is a great weapon for times of change and uncertainty.

Regardless of the business and it's structure, my goals are always the same: to help the companies I work for with developing their marketing strategy to generate brand awareness and business leads through mix channels, increase the organisation efficiency and it's value to their stockholders and finally create a customer centric organization based on putting customer first, and at the core of any business.

I have an MBA from the Lisbon University, and a BSc in Marketing from the School of Arts, Design and Marketing, Lisbon.



Mariano Andrade Gonzalez,

C level executive at a country level with exceptional reach & credibility within global corporation. Visionary leader with broadly developed network on Lithuania market as well as international Banking & FinTech community. Strategic outlook coupled with people, culture & CSR leadership. Experienced in all stages of business lifecycle - start-up, build, transformation & divestment, especially in GSC arena. Government & media relations - is part of the daily routine.

Mariano joined Moody's Lithuania in July 2019 as Country Head and Head of Operations, in his role he has established key CSR strategic partnerships - ISM Excellence 100 where Moody's is the largest social partner in its Lithuanian history and Junior Achievement Titan program as Impact Investor - As Country Head he has the vision on developing Moody's Lithuania as the Workplace of the future enabling the skillset required to retain and develop talent by building them with strategic digital skills beyond the Finance and HR, enabling the capabilities to move the Moody's Operation forward in the value chain and creating a long term business partnership with the firm.

Prior to Moody's Mariano lead Barclays Technology and Operation centre in Vilnius where he had a number of roles from COO, Country Head and Head of HR Ops Europe, he was involved in multiple transformations within Tech&Ops and HR for the bank including the divestment of Barclays Non-Core assets in Europe and eventually the divestment of Barclays Lithuania and Rise Fintech Incubator.

Mariano was born and raised in Mexico city, he moved to Europe in 1995 - first spending 5 years in Paris, 4 in London and Moving to Lithuania permanently since 2004 - he has dedicated his career to develop value add Business Centres in countries like Brazil, Colombia, India, Lithuania, London, Mexico. Lithuania been by far his country of choice.

He eventually married in 2006 in Vilnius and has a 6 year old daughter - both wife and daughter are Lithuanian.



Mickey Granot

Managing Partner at Next-era Consulting. A global firm specializing in accelerating growth, boosting profitability and realizing breakthrough performance with the most critical KPI's, through consulting, interim managerial positions and acquisitions.

34 years of experience, working with various companies: in size, industry and geography.

Typical results achieved start from 30% improvement.

Among the companies I have worked with are: Elmo motion control, Elbit Systems, Cisco, Boeing, Nike, Adidas, Wal-Mart and many more.



Ulla Illison

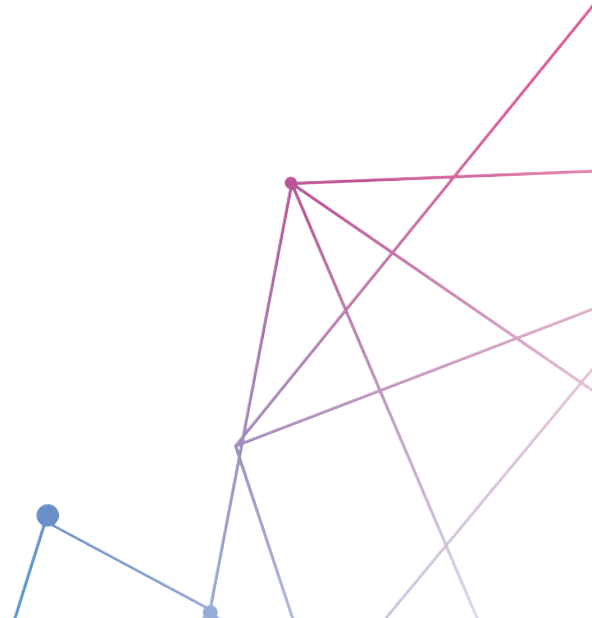
Ulla Illison is the head of the Education and Youth Authority. She has a Master's degree in Business Management from Tallinn University of Technology and is currently broadening her knowledge further in the management programme offered by the IESE Business School of the University of Navarra in Spain. She is a member of the supervisory board of the Master's programme in Business Management at TalTech, has been contributing to and chaired the supervisory board of the 'Back to School' initiative for the last five years and has also served on the supervisory board of the 'Youth to School' foundation.

Ulla Illison oversaw retail banking, marketing and the adoption of digital transformation in Swedbank from 2005 before serving as a member of its management board from 2011-2016. Prior to that, she served as the director of a number of insurance companies and coordinated the marketing activities of Swedbank's previous incarnation, Hansapank.

Ulla also has experience in starting and boosting an Estonian start-up company. Ulla considers it to be important, above all, to promote the services that are necessary and suitable for the customer, while being ambitious and balanced. In her current position she considers crucial to initiate and design more customer-oriented services for the education and youth field. Creating favourable environment and cooperation setting between government organisations, researchers, educational organisations and private sector is crucial for sustainable development and innovative mindset.

To her own words she is result-oriented and advanced in digital area. She has diversified experience in managing teams in an international environment, from greenfield companies to 1500+ people organisations. She also has proven track record in strategic planning, leading (digital) transformation agendas and converting strategies into action plans while also making room in her agenda for voluntary tasks. Ulla is strong in execution, change and performance management. Always looking for the optimal balance between business results and customer needs.

As the General Director of the Education and Youth Authority she takes on the challenge to contribute to taking the Environmental, Social, and Corporate Governance to the next level.





Dipak C. Jain

Dr. Dipak C. Jain is the President (European) and Professor of Marketing at China Europe International Business School (CEIBS) in Shanghai, China.

Prior to being named as President (European) of CEIBS, he served from 2014 to 2017 as the Director of Sasin Graduate Institute of Business Administration of Chulalongkorn University (Thailand). He also served from 2011 to 2013 as Dean of INSEAD, an international business school with campuses in France, Singapore and Abu Dhabi. Before joining INSEAD, Dr. Jain was the Dean of Northwestern University's Kellogg School of Management from 2001 to 2009, and the Associate Dean of Academic Affairs from 1996 to 2001. In recognition of his many scholarly achievements and outstanding teaching, he also was named in 1994 the Sandy and Morton Goldman Professor of Entrepreneurial Studies and Professor of Marketing at Kellogg, whose Marketing Department he joined as a faculty member in 1986.

Dr. Jain's academic career began as a student in Tezpur (Assam) India. He earned his bachelor's degree in mathematics and statistics (1976) and his master's degree in mathematical statistics (1978) from Gauhati University (Assam), where he taught for four years before enrolling at the University of Texas (Dallas), where he completed his Ph.D. in Marketing in 1986.

An award-winning scholar in his own right, Dr. Jain has published around 70 articles in leading academic journals and has earned the prestigious John D.C. Little Best Paper Award. Among the many distinctions for his teaching and service, Dr. Jain received the Pravasi Bharatiya Divas from the Prime Minister of India, an award that recognizes exceptional leadership contributions of overseas Indians.

Dr. Jain has served as the Marketing Departmental Editor for the journal *Management Science*, the area editor for *Marketing Science* and associate editor for the *Journal of Business and Economic Statistics*. He was also a former member of the editorial board of the *Journal of Marketing Research*.

Dipak Jain's board service also has earned him distinction. He currently serves as an Independent Director on Boards of John Deere & Company (USA) and Reliance Industries (India). He was a former director at United Airlines (USA), Hartmarx Corporation (USA), Peoples Energy (USA), Northern Trust Corporation (USA) and Global Logistics Properties (Singapore). He has served as a consultant to many firms, including Microsoft, Novartis, American Express, Sony, Nissan, Eli Lilly and Company, and Hyatt International.



Rytis Jurkėnas

Rytis Jurkėnas was a recent medical graduate when Lithuania gained its independence in 1991. But the opening of the country afforded him the opportunity to explore his true passions. With his example, Rytis proved that it is never too late to change direction, when after long medical studies and later master's studies at ISM University of Management, he linked his further career to education, because it is an area where he feels passion and sees an opportunity to change people's futures.

Through his love of travel, cultures, and people, he honed an extremely rare skill of cultivating value—bringing out the best of people, possibilities, and resources. Simply put, Rytis possesses a rare talent to recognize the immense value within ideas, people, and creations, and is able to help guide and unleash potential wherever he applies his attention.

Rytis is a professional career consultant who knows not only the subtleties of education but also has mastered various career decision-making tools. He is the creator of the educational companies KALBA and Ego Perfectus in Lithuania and Latvia. In 2017, Rytis also joined Human Alignment company Multiple Natures International as a partner to provide expertise to the organization in the area of sales, marketing, and operations.



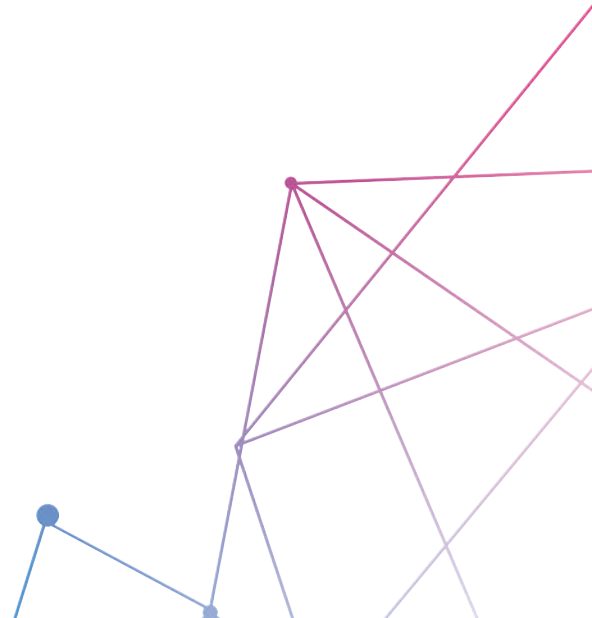
Sherif H. Kamel

Sherif Kamel is a professor of management, dean of the school of business at the American University in Cairo, and president of the board of governors of the American Chamber of Commerce in Egypt. Previously, senior advisor for strategic planning to the president, vice president for information management, and associate dean for executive education at the school of business of the American University in Cairo.

Before joining AUC, he was director of the Regional IT Institute, and before that, he managed the training department of the Cabinet of Egypt Information and Decision Support Center. Kamel is an Eisenhower Fellow. His teaching and research interests include digital transformation, information technology transfer to developing nations, decision support systems, and entrepreneurship. His work is published in IS and management journals and books, and he is the editor of three books. He is the associate editor of the Journal of IT for Development and the Journal of Cases on Information Technology.

He has several board and council affiliations, including Nexford University, African Women Entrepreneurship Cooperative, Education for Employment Egypt, AACSB International Middle East North Africa advisory council, Eduniversal Scientific committee, and Egypt-U.S. Business council. He was a board member of the Commercial International Bank, Egyptian American Enterprise Fund, World Bank Knowledge Advisory Commission, RISE Egypt, Injaz Egypt, and Association of African Business Schools. He was the chairman of the Chevening Association in Egypt, and he is a founding member of the Internet Society of Egypt.

Kamel holds a Ph.D. in information systems from the London School of Economics and Political Science, an MBA, and an MA in Islamic Art and Architecture from the American University in Cairo. His interests include reading, history, photography, music, and sports. He is an advocate of diversity, empowerment, inclusion, and using a bottom-up approach to leadership.





Meelis Kitsing

Meelis Kitsing is the Rector of EBS from 1st of August 2020, Professor of Political Economy and Professor of Economics and Finance at the Estonian Business School. Previously, Kitsing worked as Head of Research at Foresight Center, a think-tank at the Estonian Parliament, an Adviser at the Strategy Unit of the Estonian Government Office and Head of Economic Analysis at the Estonian Ministry of Economic Affairs and Communication. He also served as the President of Estonian Economic Association. Kitsing's current research interests focus on political economy of digital platform ecosystems. His research has been published by Transnational Corporations Review, Journal of Politics, Policy and Internet, Journal of Information Technology and Politics as well as by Springer, IEEE, ACM, Leuven University and MIT Press. He has conducted research and taught at University of Massachusetts, National Center for Digital Government (US), George Mason University, Central European University, Harvard University, University of Connecticut, Stockholm School of Economics and numerous other universities in Europe and in the United States. He has been quoted in the Financial Times, Economist, Reader's Digest, El Comercio and Postimees. Kitsing earned his PhD from the University of Massachusetts Amherst (US), his MALD as a Fulbright scholar from the Fletcher School at Tufts University (US) and his MSc as a Peacock scholar from London School of Economics (UK).



Assylbek Kozhakhmetov

President and Founder of Akmaty management University (AlmaU).

Assylbek Kozhakhmetov is a Doctor of Business Administration, Founder and President of "Almaty Management University" - the first business university of the Republic of Kazakhstan.

During the work of A. Kozhakhmetov as president of AlmaU, there have been and there are positive changes in development of the university he leads. In 2017, 2019 AlmaU entered the top 3 best business universities in Central Asia according to the Eduniversal version. In 2019 according to the official results of Times Higher Education Impact Ranking, AlmaU was ranked 301+ among the most impactful universities in the world. Almaty Management University's MBA programs are in the TOP-200 in QS World University Rankings: Global MBA Rankings 2020 and TOP-20 in Asia.

Assylbek Kozhakhmetov is the author of more than 70 scientific publications on development of management and education and co-author of the book "Internal Migration in Kazakhstan: in Search of a Solution" (2010). The following books were published under the editorship of Assylbek Kozhakhmetov: "Shanyrak events" on July 14, 2006: in documents and facts" (2012) and "Legends of Kazakhstani entrepreneurship" (2016).

Assylbek Kozhakhmetov is currently a Vice President for Central Asia of the Central and East European Management Development Association (Slovenia), Board member of The Principles for Responsible Management Education (New York), Academic Fellow of the International Council Management Consulting Institutes (Nijkerk), member of the National Council of Public Trust under the President of Republic of Kazakhstan, Research advisor of the project of the Ministry of Education and Science of the Republic of Kazakhstan "University Management - 2020", Member of the Kazakhstani Association of small and medium business «EL TIREGI» Association of Legal Entities, Member of the Council of "Civil Alliance of Kazakhstan" Association of Legal Entities

Education: S. Kirov Kazakh State University (Kazakhstan), Kazakh Humanitarian Law University (Kazakhstan), "Higher School of Economics" National Research University (Russia), Haas School of Business, University of California, Berkeley (USA).

For continuous commitment to serving the society and academia, Dr. Kozhakhmetov has been recognized with multiple awards locally and internationally:

- Award of "People to People International" international organization, USA - "Torch of Birmingham" (1997)
- Sign "Excellent specialist of education of the Republic of Kazakhstan" (1998)
- Jubilee medal for the 20th anniversary of Independence of the Republic of Kazakhstan (2011)
- «Kurmet» order (2013)
- Order of NPP "Atameken" I and II degree «For adherence to the cause» (2013-2014)
- Award of "CEEMAN Champions Award" International Association for Development of Management in Dynamic Societies in "Institutional Management" category (2014)
- Honorary Professor of Academy of Public Administration under the President of Kyrgyz Republic (2017)
- "Y. Altynsarin" lapel badge of the Ministry of Education and Science of the Republic of Kazakhstan (2018)
- "Altyn Zhurek" award in the nomination "For the support of education" (2018)
- "Zhomartzhurek" award in the nomination "Motherland" (2019)



Virginijus Kundrotas

Certified Senior Adizes Associate, PhD.

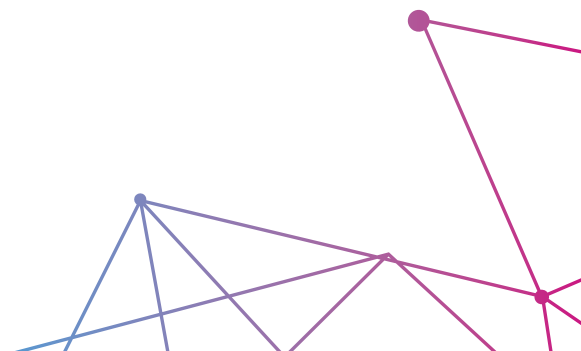
Virginijus Kundrotas is Certified Senior Adizes Associate for Organizational Transformation and Change and Head of Adizes Institute for Lithuania. He is Doctor of Social Sciences (Education), Dean of Adizes Graduate School (USA).

Virginijus Kundrotas delivers trainings and consults various organizations around the World on Change Management, Organizational transformation, Leadership, Business Ethics and Corporate Responsibility. He also coaches managers of various business and non-profit organizations. His extensive practical experiences and practice of managing organizations as well as deep theoretical knowledge of various management methodologies and approaches, makes him easy understandable and very well accepted among CEOs and other managers within companies.

He is also the President of the Baltic Management Development Association (BMDA), Vice-president of International Association for Management Development in Dynamic Societies (CEEMAN); Member of Editorial Board of Baltic Journal of Management (UK), International Journal Theoretical and Practical Aspects of Management (Russia), member of International Scientific Committee of the EDUNIVERSAL - Official selection of World Business Schools (France), Member of the Board of Trustees of Almaty Management University (Kazakhstan) and International Business School of Kazan (Russia). He also serves as the Board member for Lithuanian Free Market Institute, VilNews on-line magazine and number of other institutions.

Dr. V. Kundrotas is also the visiting professor at number of Business Schools in France (Kedge Business School), Czech Republic (Prague University of Economics), Latvia (BA Business School, Riga Technical University), Lithuania (KTU, ISM, VGTU), Ukraine (MIM Kiev), Kazakhstan (Almaty Management University), Russia (IBS Moscow, Kazan Federal University, Irkutsk University), etc.

Dr. Virginijus Kundrotas is Founding President of ISM University of Management and Economics, Lithuania (first private HEI in the country) performed in this position from year of establishment in 1999 till 2008. Dr. V. Kundrotas is a Founding President of Kauno Taurus Rotary club and is member of Vilnius International Club. He is able to deliver courses in Lithuanian, English and Russian.





Elena Leontjeva

Elena Leontjeva is co-founder and President of the Lithuanian Free Market Institute (LFMI). Elena led LFMI from its inception until 2001 and returned to serve as the organisation's president in early 2020. Elena Leontjeva played a key role in building the legal and institutional foundations for Lithuania's economy, including the Currency Board and the Litas Credibility Law, the securities market, banking, tax and budget reforms, private pension insurance, downsizing state functions and deregulation known as the Sunset and Sunrise initiatives. She served as senior economic advisor to President Valdas Adamkus and state counsellor on economic reform issues under six administrations. She has originated and led an interdisciplinary project Scarcity, Morality and Public Policy and co-created a documentary Sublime Thirst. At the start of this year 2020 Elena finished writing a novel.



Oksana Letjušenkova

Assoc. prof., Dr. oec. Oksana Letjušenkova is a Rector at the EKA University of Applied Sciences (Latvia).

She has more than twenty years academic experience in different educational institutions (e.g. Riga Technical University, National Defence Academy, EKA University of Applied Sciences, Alberta College etc.). During these years she worked with different groups of students with different level of knowledge and motivation for studies applying innovative teaching methods. Taught courses: macroeconomics, microeconomics, history of the economics, project management, intellectual capital management.

She developed training programs in goal and time management. These programs are successfully implemented at the EKA University of Applied Sciences.

She has fifteen years experience in the management of higher education institutions. From 2006 till 2015 she was a Director of the Alberta College. In 2011 she had developed the unique e-learning system at the Alberta college by providing lectures, seminars, guest lecturers online for students and using strength methodology for teaching students. This system was awarded by the Latvian Open Technology Association as a best ICT solution for education in 2015.

Since 2015 she joined to the EKA University of Applied Sciences as a Vice-Rector for Development. During this time strategic changes were implemented by developing study process organization, e.g., e-learning system, gamification in study process, interdisciplinary approach, digitalization of study process etc. Since 2019 she was approved by Latvian Cabinet of Ministers as a Rector of the EKA University of Applied Sciences.

From 2008 till 2014 she was a member of Board of Latvian College Association and took active part in the development of professional higher education in Latvia. Since 2019 she represents the EKA University of Applied Sciences in Latvian Rectors' Council.

Since 2017 she is an expert in the field of Economics and Entrepreneurship of the Latvian Council of Science. Her research interests are focused in the field of intellectual capital management, quality assurance and strategic management.



Anto Liivat

Anto Liivat is a lecturer, trainer and executive coach with more than 15 years of experience. In 2018, he was elected the best lecturer at EBS based on student feedback. Liivat also manages the EBS Executive Education Leader development programme and is in charge of the strategic leading and final theses modules within the Executive MBA programme. In 2018, he was appointed a member of the Baltic Management Development Association's Council which comprises the business education organisations of dozens of countries. Liivat has graduated from the public administration programme at EBS, studied at the Engalitcheff Institute on Political and Economic Systems at Georgetown University, improved his skills in the European studies Master's programme at the University of Tartu as well as in the Art and Science of Coaching programme at Erickson College International and the International Management Teachers Academy programme at CEEMAN.

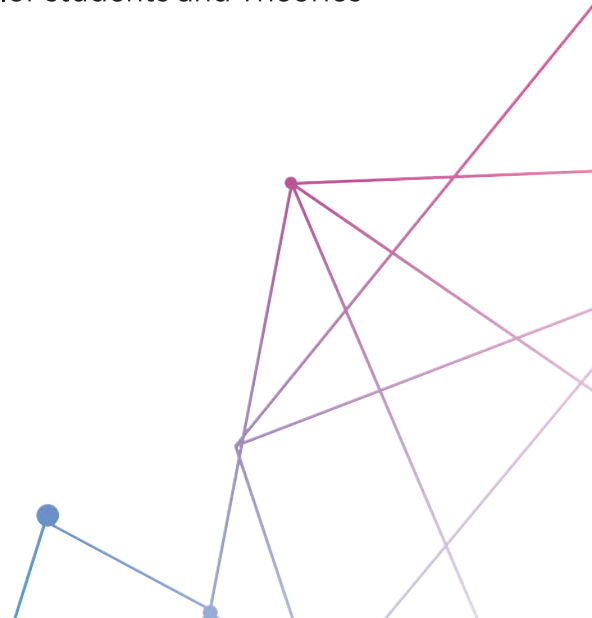


Enn Listra

Prof. Enn Listra is Dean at TalTech School of Business and Governance (SBG), Tallinn University of Technology. At present, he serves his fourth consecutive period as a member of the Supervisory Board of Bank of Estonia nominated by the Parliament of Estonian Republic and is a Board member of BMDA, Baltic Management Development Association.

Enn graduated from University of Tartu with the degree in theoretical physics and worked in enterprises including running his own firm. His MSc in economics and PhD in finance were awarded by Tallinn University of Technology.

His current job as the Dean started four years ago with the merger of two former schools and a college into present SBG. Management of the present School means working with units that have very different earlier organisational cultures. He has been head or member of the accreditation teams in Estonia, Lithuania and Tajikistan evaluating approximately 100 programmes in business schools. With the interests in strategy, he teaches Economics of Competition to the master and Money, Financial Institutions and Markets to the bachelor students and Theories of Finance to the PhD students.





Tim Mescon

Executive Vice President and Chief Officer of the Europe, Middle East, and Africa Headquarters for AACSB International

Timothy S. Mescon is executive vice president and chief officer for Europe, the Middle East and Africa (EMEA) for AACSB International. In this capacity, Mescon and his team currently support over 500 members and 130 accredited schools throughout EMEA. Mescon and his team opened the EMEA Office in January 2015 in Amsterdam, the Netherlands.

Mescon is President Emeritus of Columbus State University in Georgia, where he served for 6 years. Prior he was the dean and Dinos Eminent Scholar Chair for 18 years at the Michael J. Coles College of Business at Kennesaw State University in Georgia. The Coles College of Business, with more than 5,000 students and 160 full-time faculty holds both business and accounting accreditation. He was previously dean at the Perdue School at Salisbury (MD) University and prior to that a tenured faculty member and Assistant Dean at the University of Miami Herbert School of Business and an Assistant Professor of Management at the Carey College at Arizona State University.

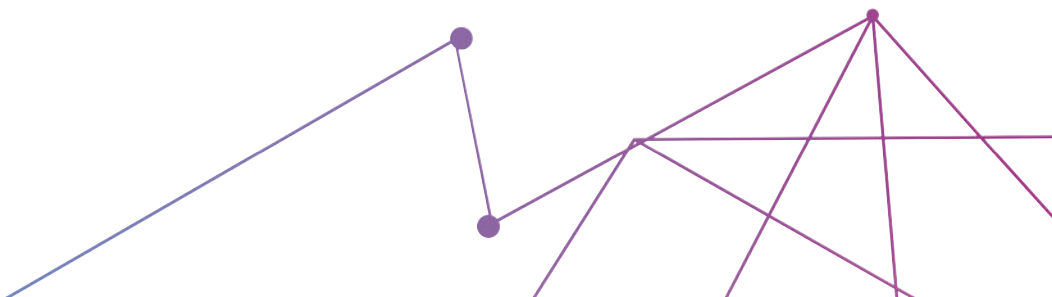
In 2012/2013 and 2013/2014 Columbus State was named by U.S. News and World Report as one of the top 50 Public Comprehensive Universities in the South. In 2013& 2014, online graduate programs in business and education were named among the top 35 in the U.S. by U.S. News and World Report. He served as a Trustee of the Southern Association of Colleges and Schools Commission on Colleges (SACSCOC). In 2012, 2013 and 2014 Georgia Trend Magazine named Mescon one of the 100 most influential Georgians.

Mescon gained extensive experience as an AACSB peer review team member, chair, and committee member for 25 years before joining AACSB. He is the author of more than 200 articles and case studies, and he has co-authored four books, his latest "Entrepreneurship: Venture Initiation, Management and Development" 2nd edition (M.E. Sharpe/Routledge) released in 2014.

The White House named him as a winner of the President's Volunteer Service Award from the President's Council on Service and Civic Participation. He has also received the national Award of Excellence from the U.S. Small Business Administration.

Dr. Mescon received his Ph.D. from the Terry College at the University of Georgia, MBA from the Cox School at Southern Methodist University and B.A. from Tulane University.

Dr. Mescon is married to Lauren, and they have four children: William, Preston, Abbie and David.





Araksya Mirakyan

Ph.D in Economic Sciences

Prof., Associate Professor, Lomonosov Moscow State University Business School and Economics Faculty (Russia)

Araksya Mirakyan is a Senior Lecturer at the Lomonosov Moscow State University Business School (LMSU BS, Economics Department) and Associate professor, Deputy head of the Management of organization Department at Economics Faculty, Moscow, Russia.

From 2020 to present, Araksya is a Programme Coordinator of “Management in the digital economy age” at Lomonosov MSU Economics Faculty.

She has work experience in Accounting, Consultancy, HR, and Finance. Araksya holds PhD degree in Economic sciences, MSc in international management, business and strategy (diploma with honors) and BSc in management (diploma with honors) from the LMSU BS.

She teaches various managerial and entrepreneurial courses. Key managerial courses: Introduction to management, Management, Leadership in the modern organizations, Human Resources management, Organizational behavior, Management consulting etc. Key entrepreneurial courses: Contemporary entrepreneurship practice, Contemporary management aspects, Creation of new business, Fundamentals of business model generation, Modern issues of management in entrepreneurship, Russian entrepreneurship.

Main research interests: theory and practice of leadership, entrepreneurship and social entrepreneurship; new trends in business and management; cross-cultural interaction, socially responsible consumption, digital transformation of business and education etc. She is author and co-author of more than 20 publications on management, leadership and entrepreneurship.

araks-m@yandex.ru



Dalius Misiūnas

Dr. Dalius Misiūnas is the President at ISM University of Management and Economics. He is also an Independent Board Member and Chairman at the AUGA group. Dalius holds a Doctoral degree in Philosophy in Industrial Automation from Lund University in Sweden and has certificates of Executive program for Chairman and Executive program for Professional Board members at the Baltic Institute of Corporate Governance. He is one of the most prominent CEOs in Lithuania and is also an active opinion leader. At the ISM university, he started his career as a lecturer sharing his knowledge about leadership with the students.



Tarvo Niine

Tarvo Niine is a programme head of undergraduate business administration in TalTech School of Business and Governance. The programme provides around 100 graduates annually on five branches: marketing, finance, management and entrepreneurship, accounting in digital age, logistics and supply chain. Tarvo is also a teacher of supply chain topics and has researched modern competence requirements in logistics and online learning capabilities.



Kaarel Ots

Chairman of the Management Board, Nasdaq Tallinn

Kaarel has 20 years of experience in the financial services industry. Prior to joining Nasdaq in 2016 he acted as Head of Financial Advisory Services at Deloitte. Before that he worked for UniCredit Bank for 8 years, holding several positions there, including Deputy Branch Manager and Head of Corporate Banking. Since its inception in 2012, Kaarel has been serving as Member of the Management Board of a financial sector cluster organization Finance Estonia. He is Chairman of the Board of Estonian Service Business Association and Member of the Board of Baltic Institute of Corporate Governance. Kaarel has obtained a Master's degree in Corporate and Investment Banking from SDA Bocconi School of Management.



Modris Ozolins

Modris Ozolins is a Docent, and a Director of Norwegian - Latvian MBA program "Innovation and Entrepreneurship" at the Faculty of Engineering Economics and Management at Riga Technical University (RTU).

Modris Ozolins has rich managerial experience in the field of higher education.

Docent Ozolins is active in promotion of international relations between universities and business schools. He has been involved in numerous international projects with European, American and Asian universities. He is serving as an expert in different local and international projects.

From 2018, Docent Ozolins is working as a project manager and a researcher for EU project "Development of Transdisciplinary Entrepreneurship Training Methodology".

In addition to academic work, Modris Ozolins is fulfilling managerial duties in several organizations.



Arvydas Paukštys

Arvydas Paukštys, a generous philanthropist and the first person in Lithuania to be named a national patron, is the founder of Teltonika group of companies. The Teltonika brand has been developing for over 22 years and can be encountered in more than 150 countries around the world. The company holds a leading position in the production of IoT devices worldwide. In 1990 Arvydas graduated from Kaunas University of Technology and soon started a company named Teltonika. Now this company has become one of Lithuania's most attractive employers in demand maintaining a close partnership with the university's community. A strong belief that the Internet of Things technology can help people has motivated Teltonika to launch a successful initiative to Lithuania with the aim to develop artificial lung ventilation devices. For the successful implementation of this initiative in a short period of time, Arvydas Paukštys was awarded the Order of the Knight for merits to Lithuania.



Andrzej Popadiuk

Andrzej Popadiuk is the President of Gdansk Foundation for Management Development (GFKM) - an executive business school, based in Gdansk, Poland.

With his 30 years of experience in ExecEd he actively promotes quality and ethical standards in management and in management education. He is the President of the Association of Management Development FORUM, member of the EFMD Board (European Foundation for Management Development), member of the BMDA Board (Baltic Management Development Association), Vice-Chair of EQUAL (European Quality Link), member of the EPAS Accreditation Board (European Program Quality Accreditation System), Secretary General of ELEC Polish Chapter (European League of Economic Cooperation) and the CEEMANIQA Peer Reviewer.

As aMD and OD trainer, consultant and coach he supports executives in developing their leadership and managerial potential. He has worked with a range of leaders and organizations in Poland and internationally within development programs, consulting projects and coaching processes.

Awarded the title of Business School Leader of the Year 2020 in the CEEMAN(International Association of Management Development in Dynamic Societies) Champion Awards competition.



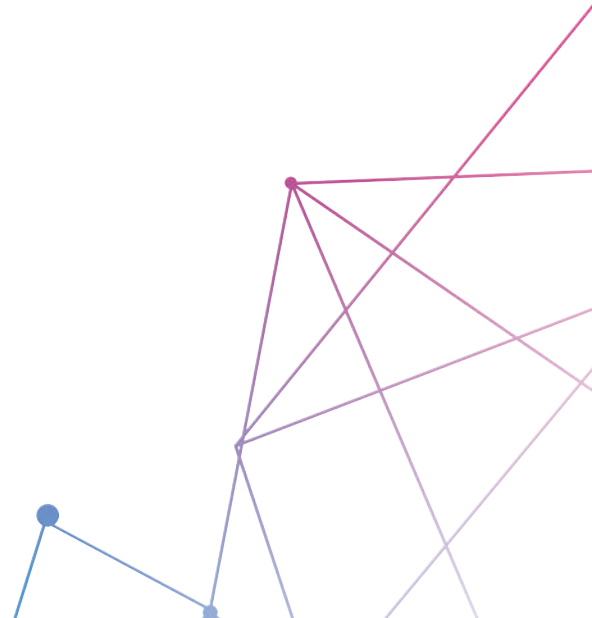
Danica Purg

Professor Danica Purg is the President of IEDC-Bled School of Management, Slovenia, and President of CEEMAN, the international association of 210 management development institutions from 53 countries. From December 2019 till end of June 2020 Prof. Purg served as the Acting Chair of the PRME Steering Committee, and successfully completed the task to transform PRME.

Prof. Purg has received numerous national and international awards for her outstanding achievements in the field of international business education. The President of the Republic of Slovenia awarded her with the Honorary Order of Freedom for her contribution to management development in Slovenia and Central and Eastern Europe. In 2010, Prof. Purg received the 2010 International Educator of the Year Award by the Academy of International Business (AIB) for her outstanding achievements in international business education. In 2017, the Global UN PRME Forum awarded Prof. Purg for her pioneering work in establishing the UN PRME initiative. In December 2018, she received the highest French order of merit “National Order of the Legion of Honour” for her dedication and support in strengthening bilateral relations among France and Slovenia, especially in the field of management education.

Prof. Danica Purg is professor of leadership and effective management at IEDC-Bled School of Management. She authored and co-authored several books and numerous articles on leadership issues. Her research focuses on looking for inspirations for managers from art and other professions. The article “Why art in management education? Questioning meaning” (2017), written together with colleague Ian Sutherland and published by the Academy of Management Review is very often quoted in management literature worldwide. In 2018, Springer published the book “Business and Society: Making Management Education Relevant for the 21st Century”, which was co-edited by Prof. Purg.

She holds three Doctor Honoris Causa titles and two honorary professorship titles, and is a frequent guest speaker at universities around the world and at international conferences.





Urmas Ruuto

Urmas Ruuto started in Ericsson Eesti AS in 1998, after finishing his master studies in Tallinn Technical University. As part of his study, Urmas spent a half a year in Ericsson Research in internship, doing research work in 3G mobile network technology, which was not yet even standardized.

During his years in Ericsson, Urmas has had several positions, started as a mobile network design engineer, then became a manager of that department etc. Currently having a position of an Account Manager and serving mainly public sector with telecom solutions offerings and implementations.



Irina Sennikova

Irina Sennikova is bachelor study programme director of "European Business Studies". She holds an MA degree in English philology from the University of Latvia, MBA and MSc in Management from IEDC-Bled School of Management (Slovenia), and PhD from Kozminski University (Poland).

Apart from her administrative responsibilities, she teaches courses in management, leadership and organizational behavior at RISEBA. She also is a visiting lecturer at the Baltic Defense College (Estonia). Her research interests lie mainly in the area of intellectual entrepreneurship and entrepreneurial leadership.

Irina Sennikova is a member of Latvian State Scientific Qualification Committee. She has been a founding member of International Entrepreneurship Forum (IEF) and is a Senior Enterprise Fellow at University of Essex, School of Entrepreneurship and Business, UK. She is a Chair of the EQUAL board and a member of CEEMAN Board and CEEMAN Accreditation Committee.



Yerbol Suleimenov

Almaty Management University

Dr. Yerbol Suleimenov is the Rector of Almaty Management University, Kazakhstan.

Dr. Suleimenov dedicated his career to the development of education and science, as well as the making impactful projects nationwide and internationally.

Dr. Suleimenov has diverse experience in working in state bodies, international and state-owned organizations. He has been involved in the development of Kazakhstani laws targeting research and commercialization of science. He took part in the regional FDI projects that involved green technologies and climate protection.

Dr. Suleimenov initiated agreements with Thomson Reuters and Springer and the Science Committee at the Ministry of Education and Science of the Republic of Kazakhstan, making Kazakhstan among the first countries in the CIS region to sign such partnerships. Dr. Suleimenov has successfully implemented quantitative methods to measure achievements in science and introduced bibliometrics and citation analysis for the public R&D policy (first time in the Central Asian region).

His portfolio includes projects of high importance for the country's development: the grain deep processing plant construction in Kostanay industrial zone, Chinese-Kazakhstani equity investments project for Allur Group, International Centre for green technologies and investment project (Astana International Finance Centre), institutional support to the Regional Hub of Civil Service in Astana (UNDP) and other innovative projects.

Dr. Suleimenov ran top managerial positions in Kazakhstan's strategic organizations and state bodies in the capacity of the Deputy Chairman of the Science Committee at the Ministry of Education and Science of the Republic of Kazakhstan (2011-2013); the President and CEO of the Science Fund of the Republic of Kazakhstan (2014); the Head of the Secretariat of the Regional Hub of Civil Service in Astana and Project manager of the UNDP's project "Institutional support to the Regional Hub of Civil Service in Astana" (2015-2016), the Deputy Chairman of "Tobol" Social Entrepreneurial Corporation (2017); the Regional Director in Kostanay region of the National company "Kazakh Invest" (2017-2018), the executive of the Centre for Strategic Developments and Analysis of the Administration of the President of the Republic of Kazakhstan (2016) the Green Projects Advisor at the UNDP Country Office (2017).

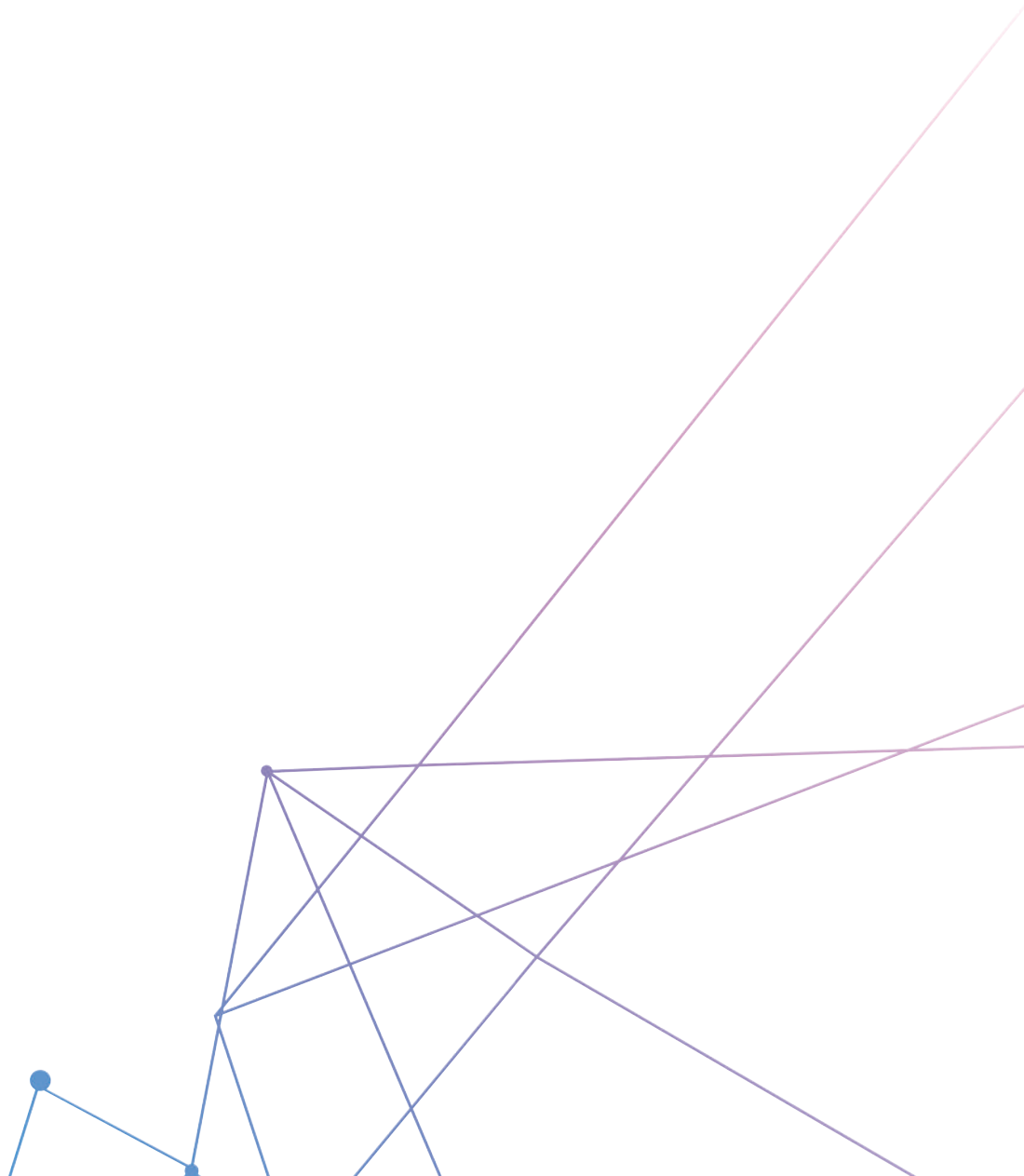
He is the graduate of the University of Manchester, the Tashkent State University and the National University of Uzbekistan. He is the academic fellow of the Kazakhstan National Academy of Natural Sciences and is an External Adviser to the Minister of Innovation Development of the Republic of Uzbekistan.

Dr. Suleimenov holds PhD in Mathematics, has passed the international research internship at the US Academy of Science and participated in numerous scientific and research forums, seminars and conferences. He is the co-author of several books and numerous articles in different spheres of interests, including UNESCO Science Report for Kazakhstan (2020), UNDP National Human Development Report for Kazakhstan (2004, 2006) and was a member of the editorial board for the UNESCO Science Report for Kazakhstan in 2015.



Antanas Šėgėda

Antanas Šėgėda graduated Kaunas Technology University in 2005 as a fresh IT engineer. Same year he started working in Teltonika sales department. From the very beginning he was one of the best sales managers, for almost 10 years led one of most successful sales groups (East Europe). Antanas is passionate about Teltonika products, he always shows interest in product development process so in 2015 he was promoted to Head of R&D department. During two years, he helped Teltonika to double R&D team and create several successful projects that let to speed up Teltonika growth. In 2017 Antanas was promoted to CEO of Teltonika UAB and during last three years he led the management team implementing many important changes, including adopting Adizes methodology. Since 2020 Antanas is leading biggest Teltonika IoT Group profit center – Teltonika Telematics.





Kornelija Tiesnesytė

Working experience:

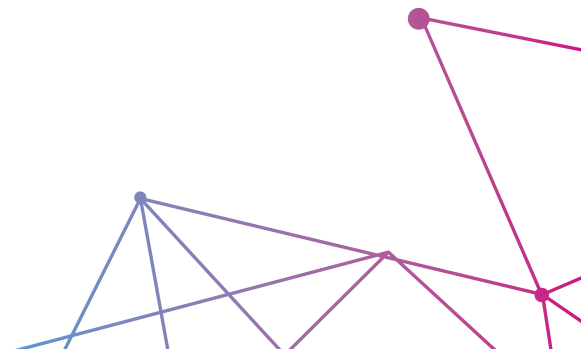
Since 2019 - Vice-minister responsible for sport and informal education: coordinates international and regional relations on behalf of the Minister Ministry of Education, Science and Sport of the Republic of Lithuania
From 2001 working in Department of Physical Education and Sports under the Government of the Republic of Lithuania:
2018 - 2019 acting Director General
2017 -2018 Senior adviser responsible for international affairs
2006 - 2017 Head of Law and Common Affairs division
2002-2006 Lawyer
2001-2002 Senior specialist for international relation

Education

2000 - 2006 m. Vilnius University, Law faculty, Lawyer
1996 - 2000 Vilnius University, Philosophy faculty
Bachelor's degree in Sociology
1994 - 1997 Business management
G. Stulpinienes Management College, Vilnius, Lithuania

Other experience

2019 Head of working group on preparation of guidelines for curriculum update.
2019 organizer of Integrisport ERASMUS+ project on raising awareness amongst law enforcement and judicial authorities and support them in their fight against manipulation in sport.
2015-2017 Chairperson of Antidoping Hearing Panels of various national federations.
31-30 march, 2016 Member of the expert group of the Council of Europe Anti-Doping Convention Evaluation in Poland.
2016 member of working group preparing material for online course www.bedopingo.lt
12-16th October, 2014 Member of the EPAS consultative visit in Georgia on the implementation of Sports National Policy in Georgia, legal framework for sport, State funding and the provisions of the European Sports Charter
2014 Member of working group on match-fixing in sport analyses and preparation of tools for preventing match-fixing in sport in Lithuania
2013 Head of Lithuanian delegation to the drafting group of the Council of Europe convention to combat the manipulation of sports results
2006-2008 Member of the working group for preparation of draft project of Law on Physical Education and Sports of the Republic of Lithuania





Andrew Main Wilson

Andrew is Chief Executive of AMBA & BGA - the Association of MBAs & the Business Graduates Association.

AMBA accredits 280 Business Schools in 75 countries and also provides membership to 52,000 AMBA Schools' MBA students and graduates in 150 countries.

BGA, launched in January 2019, is the Organisation's most significant launch in over 50 years and 130 Business Schools have joined BGA in less than 18 months. BGA champions practical, entrepreneurial and socially responsible Management Education, offering Membership, Validation and Accreditation, to Business Schools who can demonstrate impact and commitment to BGA's vision. Like AMBA, students and graduates of BGA Schools are eligible for free BGA Membership.

Andrew was also Chairman of United Nations PRME (Principles for Responsible Management Education) for 3 years, from 2016 to 2018.

Andrew commenced his career with Thomson Holidays (now TUI), then the world's largest travel Tour Operator. He progressed to become Marketing and Commercial Director of Thomas Cook and then Sales and Marketing Director of Citibank Diners Club. He subsequently joined the Institute of Directors (IoD) as Chief Operating Officer.

Andrew has a strong interest in Global Leadership excellence. He has interviewed over 100 of the world's most influential Leaders, in the fields of business, politics, sports and entertainment, including Bill Gates, Lady Thatcher, HRH The Duke of Edinburgh, Archbishop Desmond Tutu, Jack Welch, Sir Richard Branson and Sir David Attenborough.

Andrew has visited 178 of the world's 200 countries, on a global journey to become the first person to visit all 200 countries and tell the story, in images and words, of the most inspiring travel experiences on Earth.

He was educated at Dulwich College and the University of Birmingham in England and the Harvard Business School in the USA.



Jan Wyrwiński

Successful startup founder and operator, understanding technology development, who led Aiton Caldwell from a startup to market leader and an IPO.

I have 15 years of experience in developing and managing successful teams of up to over 100 people. I focus on supporting the process of building cohesive teams that are able to face challenges on different stages of development.

I have graduated with honors from Gdańsk University of Technology in Poland. Since then founded and supported a couple of startups and learnt my trade developing Aiton Caldwell for 10 years to an IPO and market leader in Poland.

I served as a business expert at the National Center for Research & Development in Poland. I am also a Member of the Consultancy Board at Faculty of Management and Economics at Gdańsk University of Technology in Poland.

BMDA ACTICVITIES SINCE 2002





Annual BMDA Conferences – each of them had a relevant topic, gathered a lot of world famous speakers and participants from Business and academia and encouraged discussions in order to get closer to issue solution.



Competence Development Seminars – during that participants could improve their personal and professional skills in various topical spheres such as: “How to Teach with the Case Method”, “How to write a Proper Business Case”, “How to Write a Proper International Publication”, “How to Implement Research Data into Teaching Process”, “How to Organize a High Quality International Research Event”, “How to Organize the International Conference” and many others.



In company trainings – BMDA organized a set of change management in company trainings for BMDA members during that new organization mission, vision, strategy were formed and institutions were prepared to take actions for the further changes implementation.



Round table discussions – the first round table discussion was held on 2003 in Riga focusing on general issues business education was facing that day in the region and on development of criterion for ranking of business schools. BMDA constantly organized round table discussions in order to enhance Business companies and Education institutions communication and cooperation.





Research Activities - BMDA was active in research activities development in the Baltic Sea region and beyond. In order to encourage high quality research activities BMDA together with Emerald Group Publishing Limited started publishing the Baltic Journal Management (BJM) which has been accepted into the **Thomson Reuters' (ISI) Science Citation Index** in 2008.



The interactive BMDA IT portal - BMDA has created and launched a brand new interactive IT platform www.bmda.net which is unique due to its capabilities. This IT portal enables all BMDA members to benefit from a number of features that can be reached by their-selves only logging in to the www.bmda.net and visiting the relevant portal section. BMDA members can use portal for easier and quicker information spread. www.bmda.net allows BMDA members to include information about their institution, activities, upcoming events, good work practices also to publicize articles, share newly originated methodologies or to place BMDA members' news articles in it, search for the partners for the joint projects, etc.



Taking part in various joint projects with its members - during that BMDA encouraged cooperation between local as well as international institutions.

BMDA WEBINAR SERIES

"How To Stay Competitive During This Intense Period"

As the situation nowadays has been extremely dynamic, we were and are forced to make proactive decisions in every step of our activity and to adapt to different uncertainties!

In order to support all association members and friends, BMDA has launched a **Series of Webinars "How To Stay Competitive During This Intense Period"** with the goal - to **turn Problems into NEW Opportunities!**

Some of those webinars were be dedicated to learn how to create new products some - how to adjust the old ones, which were more attractive and acceptable for more people. Some let us to learn, how to work under undetermined conditions or how to effectively and efficiently "go online"!

The first virtual seminar **"How to continue teaching thousands of students without disruptions during COVID-19 outbreak? Estonian Business School practical case and suggested techniques"** was hosted by BMDA member Estonian Business School (EBS). Webinar has been delivered by Mr. Marko Puusaar (EBS, Tallinn, Estonia) where he shared his experience of 270 virtual classes held with more than 100 lecturers and hundreds of actively participating students during the first weeks of going to online learning due to Covid-19 boost.



Key takeaways

- Make **quick and clear decisions**
- **Use what you already have**
- Create and nurture a **support team** for your academic and administrative staff
- Keep your **communication clear and precise**
- **Don't give up** while experiencing short-term issues
- Ask for **feedback from all parties**
- **Inspire and acknowledge your heroes**
- **Communicate, communicate, communicate**



MIM-KYIV



ktu | In4act

COVID-19 AND INDUSTRY 4.0:
MAPPING AND ASSESSING IMPLICATIONS

ERA Chair holder
Takis Damaskopoulos Panagiotis

12pm (Vilnius GMT +3), April 24th, 2020

BMDA




Ugne Norvaišienė

•Typology of challenges

Technical challenge - expertise is "on the surface."

Adaptive challenge - access to the expertise is difficult or unavailable



After a successful implementation of the first webinar of BMDA Webinar series, which received very positive feedback from BMDA members and Friends, BMDA invited to take part at the second BMDA webinar "Advantages of Zoom for on-line learning! MIM experience: wins and losses". This second webinar presented communication platform Zoom for managing distance learning and working teams. Webinar was conducted by BMDA member MIM Kyiv representative Dr. Oleksandr Sudarkin (MIM, Ukraine) where he will share his Institution's experiences and practical suggestions, as well as answer all questions during the interactive discussion.

The third BMDA webinar was focusing on other important aspects of activities in our unpredictable time - leadership challenges in crises! This practical webinar, called "Leadership on the edge" and was hosted by BMDA member Lviv Business School of UCU, Center for leadership of UCU. Center for Leadership have been working on the topic of leadership in critical situations for the last 3 years. Leadership expert and CEO of Center for Leadership, Dr. Andrew Rozhdestvensky shared his rich expertise on Leadership in uncertain periods, as well as his experience in training military officers being leaders.

The fourth webinar was the exact time to analyze from the economical and industrial perspective what the NEW REALITY is going to be and suggest options of managing this fragile period! The growth and expansion of Economics, Innovations as well as the impact of technologies to industry are the topics should be explored and understood!

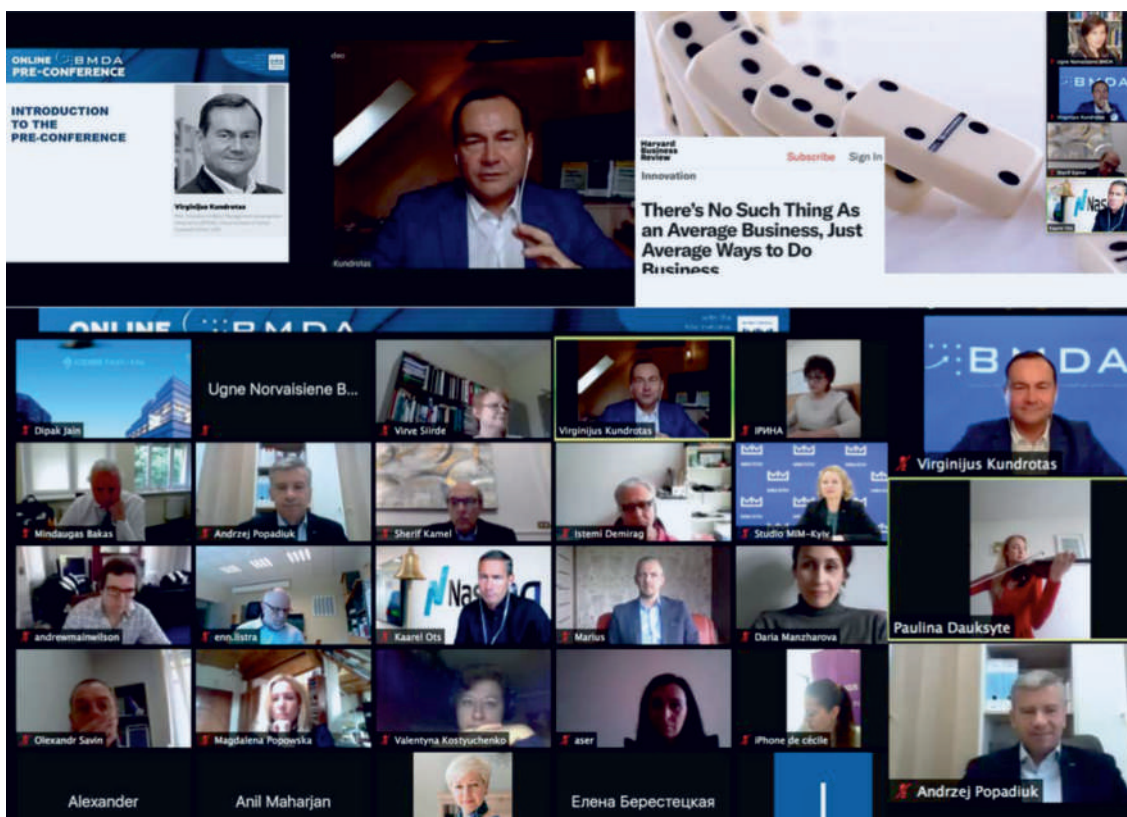
Therefore, BMDA invited BMDA members and friends to webinar "COVID-19 and Industry 4.0: Mapping and Assessing Implications", which was hosted by BMDA member the School of Economics and Business (Kaunas University of Technology) and delivered by Mr. Panagiotis (Takis) Damaskopoulos - the head of the first in Lithuania ERA Chair project "Industry 4.0 impact on management practices and economics", who is also the Executive Director and Principal Investigator of the European Institute for Interdisciplinary Research (EIIR), as well as, Vice President of the ONCE-ONLY.ORG Association.



BMDA PRE-CONFERENCE

On May 20, 2020 Baltic Management Development Association (BMDA) has launched its pre-conference **MULTIDISCIPLINARY APPROACH IN CRISIS PERIOD TO ASSURE HIGH COMPETITIVENESS**. This global virtual event has been attended by close to 130 participants from 14 different countries. During almost 4 hours interactive event internationally known speakers and experts shared their insights on what the respond Globally, from Business, from Municipalities, from Leadership of organizations as well as from Business Schools should be, in order to remain competitive.

In addition to well known professionals and conceptual leaders of business schools and business, such as Virginijus Kundrotas (President of Baltic Management Development Association (BMDA), Lithuania and Dean of Adizes Graduate School, USA), Sherif H. Kamel (Dean of School of Business at The American University in Cairo, Egypt), Kaarel Ots (Chairman of the Management Board, Nasdaq, Estonia), Andrzej Popadiuk (Gdansk Foundation for Management Development - GFKM) Mickey Granot (Vice-president for strategic planning, Elmo, Motion Control, Israel), Andrew M. Wilson (Chief Executive at AMBA - The Association Of MBAs, United Kingdom), Dipak C. Jain (European President, CEIBS, China), pre-conference participants were receiving special guest - Remigijus Šimašius, the Mayor of Vilnius, who presented effective actions, exposed even by CNN, that Vilnius municipality have done and planning to do in respond to crises situation. The intensive half of a day event was enriched by live music, performed by talented violinist from Lithuania, Paulina Daukšyte.



BMDA AWARDS

BMDA Awards association members according to four available categories. Each category provides a range of questions specific for the particular category.

MOST INNOVATIVE PROGRAM

This category refers to innovative elements of programs which are intended to enhance the efficiency and effectiveness of the learning and development process.

- **Innovative methodology:** description of innovative methodology applied in the program, its features, advantages, benefits it offers (optionally: brief comparison with other methodologies). Statement can be supplemented by attached file with the sample of teaching material in a text or video format or a video of class taught.
- **Innovative content:** description of innovative components of the program, how they link with the most advanced theories, practices and trends, benefits they provide and how they relate to ILOs.
- **Innovative tools:** description (when possible supplemented by attached visual presentation) of innovative tools used in teaching process, advantages over traditional tools and how they support achieving ILOs and/or how they improve learning process, making it faster and/or more effective.

COOPERATION WITH BUSINESS PARTNER

This category includes various forms of cooperation and activities aimed at improvement/development of the partnering institution or activities undertaken in cooperation with business partner in pursuing a specified business outcome, eg. in CSR, corporate culture, leadership style, and the like.

- **Diagnosis of the initial situation:** description of the partnering institution, objective, form, and the scope of cooperation. Situational report should be supported by information about methods of gathering data and initial conclusions from the DNA (development needs analysis). Description of training activities needs to be provided with information about ILOs, course curriculum, faculty involved, etc.
- Description of undertaken activities supported when necessary by further statistical data, reports and statements by stakeholders. Video material can be attached to present some activities (applies e.g. to training activities).
- **Results:** information about achieved outcomes referring to the desired result as formulated at the beginning of cooperation. Depending on the nature of the project, this part may include reports, statistical data, statements of beneficiaries, reports and confirmations from external stakeholders or a business partner.



INTERNATIONAL COOPERATION

This category includes various forms of cooperation with overseas partners which may be undertaken as a continuous collaboration, a one-off project, contribution to international institutions, etc.

- **International partners portfolio:** basic information about international partnering institutions.
- **Nature of cooperation with particular partners:** student exchange, dual diploma programs, collaboration in the field of research, validating programs, faculty exchange, membership in international institutions, etc.
 - Detailed information about a particular form of cooperation should be provided, e.g. description and curricula of dual diploma programs, student exchange rules and programs, number of students taking part in exchange programs, profile of international faculty involved in exchange programs, description of research activities and their outcomes with emphasis on applicable research.
 - Objectives of initiating cooperation and achieved results.

BUSINESS SCHOOL WITH IMPACT

Award for business schools. Impact made by the school on its environment in a broad sense of the word: academic, governmental, social, etc.) is evaluated.

- Reputation and position of the school in national and international contexts.
- **External stakeholders:** information about cooperating institutions (business, academic, governmental, non-profit organizations, NGOs).
- **Media activities of faculty members:** detailed information about published articles, blogs, vlogs, podcasts, TV appearances and statistics related to them (number of visitors, visits on webpage, number of subscribers, etc.)
- **Events organized by the school:** descriptions of events, their topics, relevance to modern trends, information about participants (their number, represented institutions, job positions of participants).
 - Number of alumni on higher managerial positions.
 - Progress in alumni careers (statistics related to alumni promotions within first year after completing the particular program/course offered by the applying school).
- **Number and outcomes of consultancy projects designed and completed by faculty members:** information about business partners, diagnosis of initial situation, applied solution, outcomes. This part needs to be supported by necessary data and beneficiaries statements and project evaluation.
 - Other examples.

During the 17th Annual conference, which took place on 3-5th of April, 2019 in Casablanca (Morocco) and was hosted by emlyon business school campus Casablanca, two BMDA members received the first BMDA Awards.

The SIGNIFICANT IMPACT AWARD was given to the Estonian Business School (EBS) for the outstanding demonstration of innovativeness in study programs, learning methods, as well as for integration of those novelties into every day business activities.

Mr. Anto Liivat, Head of Bachelor studies, said that EBS is extremely grateful for the notice of the board of BMDA and the recognition of its endless pursuit not only to excellence but also the relevance and societal impact. He also confirms that awards like this strive to seek for more.

“I’m also happy to introduce our BMDA society members our upgraded version of MBA program that we launched at the beginning of April,” continues Liivat. To help the students make smart career design choices and select the specialization based on the students’ interests and the needs of the corporate world, the master’s program also includes collaboration with a coach, with whom the students can discuss their career goals, the need for new knowledge and skills and the study paths and formats suitable for their aims and personal traits. “This is something that EBS as a leading private business school in Estonia is the first to offer his students,” says Liivat. Furthermore, EBS has introduced a mobility window to its bachelor programs to increase international student mobility with a strong network of partner universities around the world and from 2018 all EBS courses are supported by the learning management system Canvas by Instructure - the fastest growing secure cloud-based e-learning platform.



MIM-KYIV BUSINESS SCHOOL RECEIVED BMDA AWARD FOR SIGNIFICANT IMPACT

The award was given for MIM's for significant 30 years Impact on Ukrainian entrepreneurship development and its integration into the European and Global World economy in general, as well as for the outstanding impact on the creation of the new vision and practice for of Management education in Ukraine, the BMDA informs.

As Prof. Iryna Tykhomyrova, MIM's President said "The first is arguably the best description of MIM's activities. Started 30 years ago, in 1989 MIM-Kyiv has become the first business education provider in Eastern Europe. It created the market of business education in Ukraine and has been its leader, which is proved by numerous international rankings. We were the first to launch MBA programs, to tailor to programs to meet each company needs, to do international modules in the USA and South Africa, use business simulations just to mention the few of our "firstness". However, the development of management education, understanding the need for quality business education in Ukraine and creating the industry in Ukraine is one of the most important implications of our activities. Through all our activities we have been developing the business environment. Our partnership programs, such as MBA in PA and Mayors' School we were teaching public officials to secure the quality of human capital in the public sector. We are delighted that our colleagues from the BMDA recognized our 30 anniversary by starting the award especially for us."



LEADERSHIP INTELLIGENCE PROGRAM (LIP)

The current business world is changing very rapidly and it requires to focus not only on today's requirements for leaders' competences, but also to anticipate what competencies will determine success in the future.

The modern leader has high and constantly changing requirements to maintain professionalism, modernity, and to develop awareness. Leaders must constantly be able to initiate, manage emerging changes and stressful situations, and collaborate effectively with large groups of people. This requires continuous personal and professional development of leaders, self-analysis, sharing of experience.

Therefore, in response to that BMDA together with its members - leading business schools from Ukraine, Poland, Estonia, Portugal and Lithuania - is launching global BMDA partnership initiative - **LEADERSHIP INTELLIGENCE PROGRAM (LIP)**.

Each partner school will offer 30-hours module during 3 days (Thursday, Friday and Saturday). The content of the program will be delivered by interactive lecturing, Company visits and guest speakers in order to acquire practical first-hand experience, dinners and cultural events as well.

Start of the LIP is planned for April, 2021 in Vilnius the whole program will be conducted according to the schedule :

- The first session in Lithuania, Vilnius on April 22nd - 24rd, 2021
- The second session in Poland, Gdansk on May 27th - 29th, 2021
- The third session in Estonia, Tallinn on June 24th - 26th, 2021
- The fourth session in Ukraine, Kyiv on September 23rd - 25th, 2021
- The fifth session in Portugal, Porto on October 21st - 23rd, 2021

Price for the participants: 1000 Euro plus VAT for one module

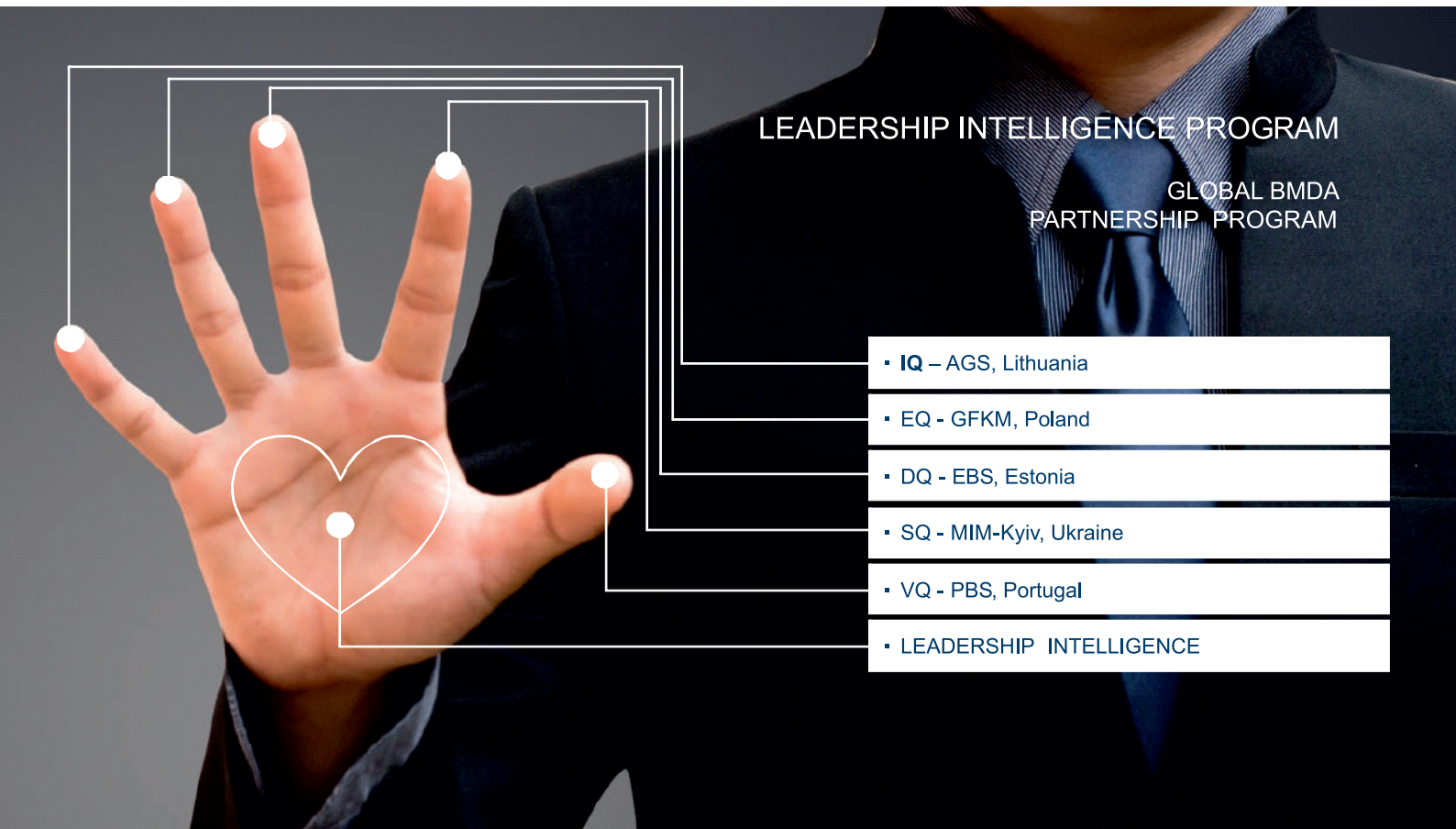
We are pleased to invite you to join us for **LEADERSHIP INTELLIGENCE PROGRAM2021!**

LEARN AND GROW TOGETHER!

For more detailed info please contact Managing Director of BMDA **Tomas Karpavicius, Ph.D** on **md@bmda.net**



LEADERSHIP INTELLIGENCE PROGRAM (LIP)



LEADERSHIP INTELLIGENCE PROGRAM

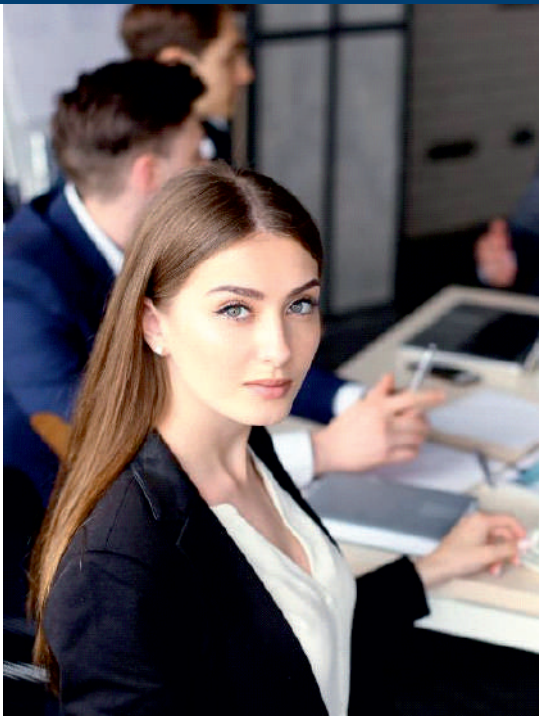
GLOBAL BMDA
PARTNERSHIP PROGRAM

- IQ – AGS, Lithuania
- EQ - GFKM, Poland
- DQ - EBS, Estonia
- SQ - MIM-Kyiv, Ukraine
- VQ - PBS, Portugal
- LEADERSHIP INTELLIGENCE



THE GOALS OF THE PROGRAM

- To develop leaders' ability to make strategic decisions based on the comprehensive analysis.
- To develop socially and emotionally competent leaders.
- To develop leaders' operational ability in the cross-cultural digitalizing environment.
- To give in-depth and far beyond theory knowledge.
- To develop vitality skills and mindfulness.



LEADERSHIP INTELLIGENCE PROGRAM

THE PROGRAM IS UNDERPINNED BY THE IDEA OF MULTIPLE TYPES OF LEADERSHIP INTELLIGENCE (LI):

- rational or intellectual intelligence (IQ),
- emotional intelligence (EQ),
- digital intelligence (DQ),
- social intelligence (SQ),
- vital intelligence (VQ).

HOSTS OF THE MODULES:

- **ADIZES GRADUATE SCHOOL (USA)** together with Verslo Žinios (Business Daily), **Lithuania** - Intelligence quotient.
- **GDAŃSK FOUNDATION FOR MANAGEMENT DEVELOPMENT (GFKM), Poland** - Emotional intelligence.
- **ESTONIAN BUSINESS SCHOOL (EBS), Estonia** - Digital intelligence.
- **INTERNATIONAL MANAGEMENT INSTITUTE (MIM-Kyiv), Ukraine** Social intelligence.
- **PORTO BUSINESS SCHOOL, Portugal** - Vital intelligence.





BENEFITS OF THE PROGRAM

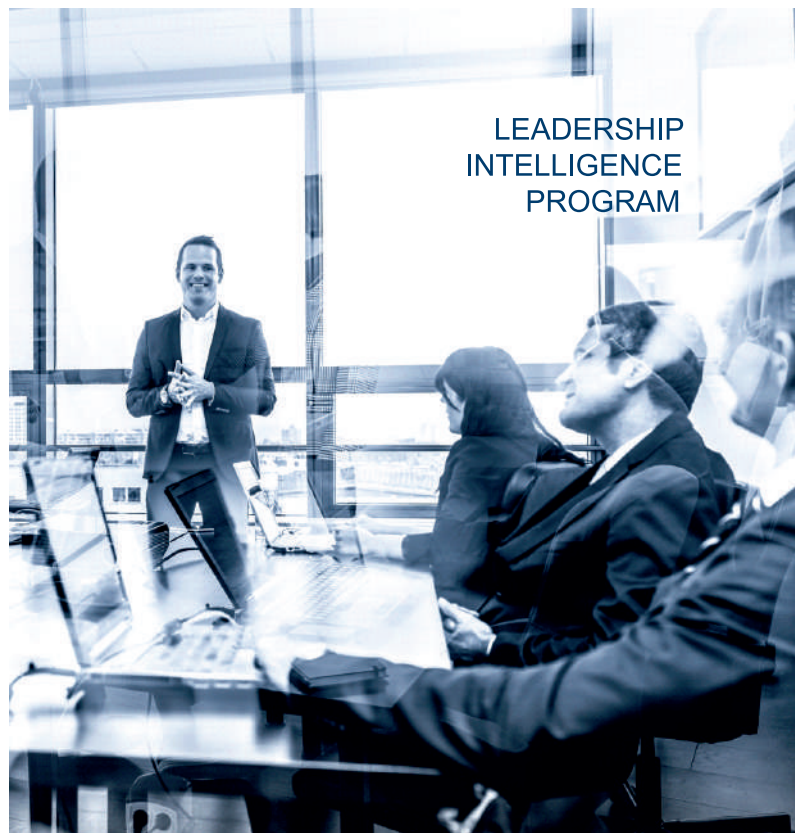
FOR PARTICIPANTS:

- Leaders' personal network growth.
- Increase understanding of running business internationally.
- Leadership roles and master leadership competencies embracement.
- First-hand experience and real-life implication.
- Personal and organizational effectiveness improvement.
- Learning on real-world experience –successes and failures.
- Driving changes and lasting results.
- Core leadership capabilities strengthening.
- Joint certificates of each school and BMDA.

EACH PARTNER SCHOOL OFFERS 30-HOURS MODULE DURING 3 DAYS (THURSDAY, FRIDAY AND SATURDAY)

The content of the program is delivered by the following methods:

Interactive lecturing, Company visits, guest speakers to acquire practical first-hand experience, dinners and cultural events (tour of the host city) to understand local culture better.



LEADERSHIP
INTELLIGENCE
PROGRAM



THE FINAL STEP OF THE PROGRAM WILL TAKE PLACE IN PORTUGAL

AWAKENING AND STRENGTHENING THE SPIRITUAL PART OF OURSELF

Walk the Camino de Santiago, experiencing part of the pilgrim's path towards Santiago de Compostela.



PLEASE JOIN US FOR LEADERSHIP INTELLIGENCE PROGRAM 2020/21

LEARN AND GROW TOGETHER!

For more detailed info please contact BMDA staff on md@bmda.net

ANNUAL BMDA CONFERENCES





The 1st Annual BMDA Conference (May 15-16, 2003) in Kaunas, Lithuania

MANAGEMENT DEVELOPMENT: PARTNERSHIP BETWEEN BUSINESS AND SCIENCE IN THE CONTEXT OF GLOBALISATION

The Conference was hosted by the former International School of Management (ISM), now University of Management and Economics (now ISM University of Management and Economics), Kaunas, Lithuania.

The conference was launched in order to try to answer those questions raised above. How to bring business and academic world together? How to help them to become partners?

The Conference has gathered 68 academicians, business leaders, professors of management and professionals from 9 different European countries.



The 2nd Annual BMDA Conference (May 6-7, 2004) in Riga Latvia

ENHANCING BALTIC MANAGERIAL COMPETITIVENESS

The Conference was hosted by the Banking Institution of Higher Education (BIHE), International School of Economics and Business Administration (RISEBA) and School of Business Administration TURIBA.

The Second Annual BMDA Conference “Enhancing Baltic Managerial Competitiveness” aimed at exploring the current views and theories on the contemporary leader’s competencies, abilities, knowledge and skills that today’s manager shall possess in order to be successful in the context of fast changes taking place in Europe and the whole world.

The conference gathered 85 participants from 12 countries.



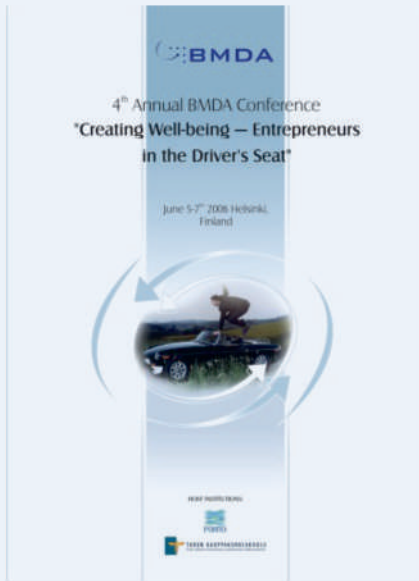
The 3rd Annual BMDA Conference (May 5-6th, 2005) in Tallinn, Estonia

A CELEBRATION OF VARIETY: BUILDING ON DIFFERENCES

The Conference was hosted by Estonian Business School (EBS).

This Annual Conference gathered altogether 96 participants from 17 countries and, based on the opinion of participants, was a great success.

A diversified selection of speakers from business, academic and public sector institutions of the Baltic States and other European countries shared their latest knowledge and experiences on matters that help us to build effective business relationships in the Global arena.



The 4th Annual BMDA Conference (June 5 – 7th, 2006) in Helsinki, Finland

CREATING WELL-BEING - ENTREPRENEURS IN THE DRIVER'S SEAT

The Conference was hosted by POHTO – the Institute for Management and Technological Training and Turku School of Economics and Business Administration.

The confereced discovered entrepreneurship based on experience in high tech- high design- high service companies and organizations in Helsinki region. An innovating branch marking tool was utilized and the visits to the companies were well prepared in advance by the researcher from the business universities in the participating countries. The findings from the companies were discussed during the conference.

The Conference gathered all together 82 participants from 14 countries.



The 5th Annual BMDA Conference (May 10-11, 2007) in Oslo, Norway

FUTURE OF THE REGION - PEOPLE BEHIND THE PROSPERITY

The Conference was hosted by BI Norwegian School of Management and attracted participants from 15 countries all over Europe.

The conference had a change of geographical perspective. The Nordic region was considered as a wealthy and influential part of Europe, and its management style was recognized throughout the world as being democratic and efficient.

The transitional economies along the southern shore of the Baltic also have a claim to represent the future, not just in terms of wealth and prosperity, but also as agents for change, introducing new management and political thinking into the mix, and questioning existing values and systems.

Due to that the confereced focused on people: the original inhabitants of the region; newly arrived members of our societies; those affected by social change; tolerance of difference; communication between people; links between countries and companies.



The 6th Annual BMDA Conference (May 8-9, 2008) in Vilnius, Lithuania

IF EVER...": GROWING TOMORROW'S LEADERS

The Conference was hosted by ISM University Of Management And Economics (Vilnius).

What kind of leadership challenges are companies and academia currently facing in ensuring continuity and sustainability? What are the needs and expectations of today´s companies? What could and should be the role



of business schools in educating the “new generation” of leaders to satisfy the expectations of companies and what should be the contribution of companies? What are the future models for partnership? What do we expect from the next generation and how do we attract, motivate and lead them? How do we find, develop and keep talented people? What are the key aspects leaders have to keep in mind to ensure that there will be suitable people to perpetuate the work of today's leaders when their time is due? These are just a few questions that were addressed during the conference.

The conference gathered 120 participants from 21 countries.

The 7th BMDA Annual Conference (May 14-15, 2009) in Copenhagen, Denmark

LEADERSHIP RESPONSIBILITY - GLOBAL OUTLOOK AND REGIONAL SUSTAINABILITY

The Conference was hosted by Copenhagen Business School (CBS).

This year Baltic Management Development Association (BMDA) invited to analyze, gain and share knowledge and experience on the important matters: What kind of leadership are we looking for today in order to manage this situation? What kind of changes should such leadership bring to the region? What kind of style, qualities, and skills are needed to make our region successful and competitive in a short and long run?

The Conference attracted diverse international group of participants from 19 countries – Belgium, Denmark, Estonia, Finland, France, Georgia, Ireland, Kazakhstan, Latvia, Lithuania, Netherlands, Norway, Poland, Romania, Russia, Slovenia, Sweden, UK and USA.



The 8th Annual BMDA Conference (May 13- 14, 2010) in Riga, Latvia

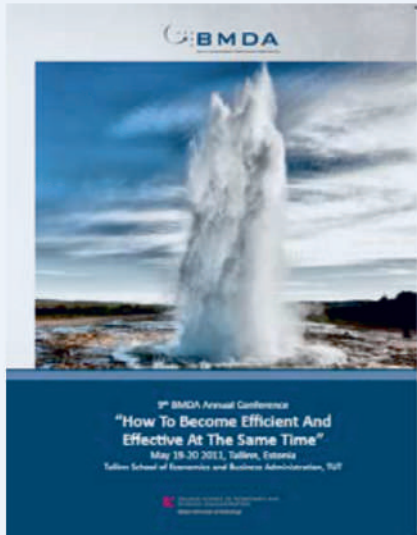
FLYING THROUGH TURBULENCE - TRANSFORMATION FOR THE FUTURE

The Conference was hosted by ISMA University

The Conference brought together International business education community and representatives of various Business corporations from the Baltic Sea region and beyond. Experience and lessons learned by organizations during the special economic situation were shared and opportunities to use the outcomes of those lessons in the future development of those organizations were discussed.

The Conference attracted diverse international group of 85 participants from 16 countries.





The 9th Annual BMDA conference (May 19-20, 2011) Tallinn, Estonia

HOW TO BECOME EFFICIENT & EFFECTIVE AT THE SAME TIME

The Conference was hosted by Tallinn School of Economics and Business Administration (TSEBA).

The Conference tried to explore efficiency and effectiveness issues by discussing questions: How to understand efficiency? How it is possible to be more efficient while doing usual business? How IT technologies make the work of the employees more efficient, and at the same time preparing the background for effectiveness of the companies in the long run? How to combine efficiency and effectiveness? How intercultural factors affect efficiency and effectiveness of the Companies? Those and other questions were raised and discussed by conference participants from different countries, representing Business Schools, Consulting companies and Corporations in different business sector.

The conference attracted 79 participants from 13 countries.



The 10th BMDA Conference (May 10-11) Gdansk, Poland

WINNING STRATEGIES IN CHALLENGING TIMES

The 10th Annual BMDA conference “Winning Strategies in Challenging Times” took place on May 10-11 in Gdansk and was hosted by Faculty of Management and Economics (Gdansk University of Technology) in collaboration with Gdansk Foundation for Management Development.

The Conference was attended by 103 participants from 17 countries: Belgium, Estonia, Finland, France, Georgia, Kazakhstan, Latvia, Lithuania, the Netherlands, Norway, Poland, Russia, Slovenia, South Africa, Ukraine, United Kingdom, and United States of America.

For the first time The 10th Annual Conference started with the Research part where 20 research papers were presented by the authors. The best papers were published in the Baltic Journal of Management (Emerald Publishing Group, United Kingdom), Social Sciences (Kaunas University of Technology, Lithuania), and Engineering Economics (Kaunas University of Technology, Lithuania).

This conference was the place for debate and dialogue, the platform for exchanging experiences, and the meeting place for all parties involved in leadership and strategic development as well as experiencing joyful moments together!



The 11th BMDA Conference (May 9-10) Kaunas, Lithuania
THE ROLE OF MANAGEMENT EMPOWERING INNOVATIONS AND CREATIVITY

11th Annual BMDA Conference took place on May 9th-10th, 2013 in Kaunas and was hosted by Kaunas University of Technology. It was attended by 123 participants from 16 countries! International Academic and Business community gathered together in Kaunas for a few days were the issues of management role for sustainable innovations and creative solutions have been explored.

The Conference started with few Pre-Conference activities on May 8th. First one was “Meeting of International Research Ideas” dedicated for Researchers. During the Meeting Publishers and Chief Editors of the five prestigious journals along with the representatives of Euromonitor International gave their insights and ideas how to prepare high quality research paper. After the presentations, participants joined roundtable discussions with the speakers.

Another additional Pre-Conference event was between two management development associations - BMDA and Russian Association for Business Education (RABE) gathered together for the first joint Conference “From Cooperation to Partnership”.

The Main part of the Conference started on the morning of May 9th with the Research part where 27 research papers were presented by the authors.

All the Conference was chaired by Prof. Rolf D. Cremer (the Dean Emeritus of CEIBS, China, Former President of EBS University for Business and Law, Germany).

During the first day of the event the presentations were delivered by the outstanding keynote speakers such as prof. Soumodip Sarkar (Dean of Institute for Advanced Studies and Research, Evora University, Portugal), Mr. Lauri Koponen (Sales Director at JSC ACME Europe, Finland) and prof. Peter Lorange (President/CEO at Lorange Institute of Business Zurich, Switzerland).

The 12th BMDA Conference (May 7-9) Riga, Latvia
A SUCCESSFUL 21ST CENTURY ORGANIZATION

The conference took place on May 7-9 in Riga, Latvia, and was hosted by Riga Technical University. The unique event attracted over one hundred participants from 18 countries.

The first day of the Conference was dedicated for the academic and research community. During the first part of the day, the researchers presented their research papers. Later, insights on writing a good research paper were shared by different stakeholders. The second part of the day was dedicated for the tools and solutions for the Academic community.



During the second day the experienced international and local experts and consultants presented their business solutions in the sessions on what kind of a leader and what kind of a team the organization needs, how to find out and satisfy your client's needs better, how to organize activities within an organization in the most efficient way, and how to do the "impossible" things and plan the future.

During the third day the success stories from the leading business companies "Latellecom", "Etronika", "Primekss Group", and "Arvi Group" were presented. Later, the Conference participants took part in company visits to 4 leading Latvian business companies, "Draugiem.lv", "Laima", "Plockmatic Riga", and "Knauf". The conference culminated with the keynote presentation by Dr. Jagdish Parikh, the Chairman of A.L. Movers Pvt. Ltd. (Allied Lemuir), Director of the Lemuir Group of Companies, DHL Lemuir Logistics, Technova Group of Companies, and Noema (India) Pvt. Ltd. (India).



13TH ANNUAL BMDA CONFERENCE (May 6-8) Vilnius, Lithuania

“REGIONAL INNOVATIONS FOR GLOBAL COMPETITIVENESS”

The conference took place on May 6-8 in Vilnius, Lithuania and was hosted by ISM University of Management and Economics. The unique event combined presentations of the Academic and Business leaders, questions-answers sessions, company visits, specially designed “World Café” discussion and fulfilling networking and cultural events. The Conference attracted almost one hundred participants from 21 country. The Conference was sponsored by JSC “Arvi” ir ko, “Emerald Group Publishing”, SC “Linas”, JSC “Taurapolis”, and JSC “Visionary Analytics”.

The first day of the Conference, “Academic Solutions and Insights”, was dedicated for the academic community. During the first part of the day, the finalists of the International Competition of Early Stage Researchers were presenting their ideas in Management and Economics. On the second part of the day, insights on how to manage Business Schools in fast changing environment were presented by the Deans from different successful business schools around the world (Morocco, Kazakhstan, Latvia, etc.). Later, the newest learning resources were presented by the representatives from Project Management Institute, Cengage Learning, Oxford University Press and CEEMAN. The first day of the Conference ended with signing Ceremony of the agreement of continuing bilateral cooperation between Almaty Management University and ISM University of Management and Economics.

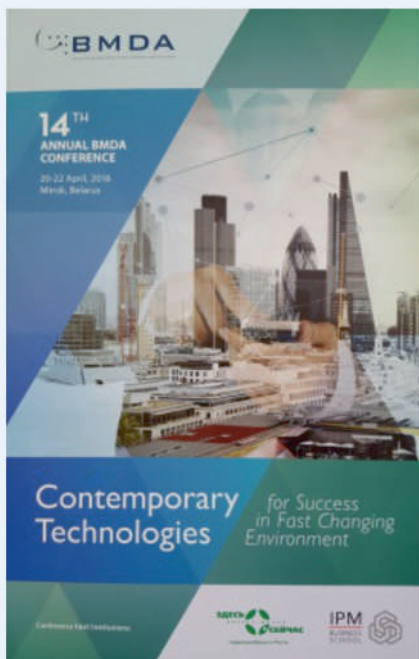
The second Conference day, “Business Solutions for Leading Organizations”, started with welcome words from Dr. Alfredas Chmieliauskas, President of ISM University of Management and Economics, Dr. Virginijus Kundrotas, President of BMDA. Later, keynote speeches were made by prof. Leonidas Donskis



(ISM) and Mr. Marius Dundulis (Euromonitor International). Prof. Donskis shared his insights on how to be ahead of oneself in the world of changes while Mr. Dundulis presented the innovative tools for global business insights. After lunch, representatives from various business schools presented their business solutions and experiences. Later, the experienced international and local experts and consultants presented their business solutions in the sessions on how to increase the efficiency of the company by outsourcing the secondary activities, how to put intellectual property to a good use in your business and how to make possible that an organization be able to manage itself as an organic whole. The day ended with key-note workshop by Mr. Kjetil Sandermoen on how to Structure your Company for Competitiveness and Change.

During the third day, “Business Solutions from Leading Organizations”, the success stories from the leading business companies “Sorainen”, JSC “Schmitz Cargobull Baltic” and “ERGO Insurance SE” were presented. Later, the Conference participants took part in company visits to 2 leading Lithuania business companies, JSC “Thermo Fisher Scientific Baltics” and BOD Group, and one social workshop organized by Mothers’ Union at the Children’s Hospital in Santariškis. On the second part of the day, using the “world café” format all participants had an opportunity to provide their personal opinion on what it is necessary to do in order to create the conditions for innovations and creativity within any organization. The conference culminated with the keynote presentation by Mr. Pavlo Sheremeta, who presented Blue Ocean strategy and leadership and shared his ideas and experiences on applying Blue Ocean strategy in the organization. At the end of the day, the success of the 13th BMBA Conference was celebrated at the Gala dinner at the restaurant “Terrazza”, enjoying the magnificent evening views of Vilnius city center.

This BMBA Conference was the unique event which gave the opportunity for its participants to debate, discuss, exchange knowledge and experience, as well as experience many meaningful and joyful moments together.




14th ANNUAL BMBA CONFERENCE (April 20-22) Minsk, Belarus

“CONTEMPORARY TECHNOLOGIES FOR SUCCESS IN FAST CHANGING ENVIRONMENT”

The Conference took place on April 20-22 in Minsk, Belarus and was hosted by Business School “Zdes i Sejchas” and IPM Business School. The unique event combined research activities on the topic above, presentations of the Academic and Business leaders, questions-answers sessions, company visits, international networking and cultural events. The Conference attracted more than 100 participants from 18 countries.

The main Conference partners were “Linas”, “Taurapolis”, “Adizes Institute”, “Mercedes-Benz”, “Insanta”, “Bulbash”, etc. The first day of the Conference, “Academic Solutions and Insights”, was dedicated for the academic community. During the first





part of the day, international and local representatives of academic community were presenting their research papers on topics related to “Contemporary Technologies for Success in fast changing environment”. After lunch the sessions were dedicated for Leaders of the Business Schools, Universities as well as Corporate Universities. During it, experienced rectors and deans from all around the world (Montenegro, Lebanon, Kazakhstan, etc.) were sharing their successful cases of Customer Needs Satisfaction. The second session was focused on how to evaluate and measure the outcome of Business Schools Services. The representatives of major management associations (AACSB, CEEMAN, EFMD) were sharing their insights, what is the good outcome of Business School work.

The second Conference day, “**Business Solutions for Leading Organizations**”, started with welcome words from Dr. Virginijus Kundrotas, President of BMDA, Mr. Alexander Pankov, Director of Consulting Group “Zdes I Sejchas” and Chairperson of the Conference – Dr. Irina Sennikova, Rector of RISEBA. After it, online presentation via Skype was made by Mr. Andrew Crisp, who shared his insights on How Employers can Work with Business Education to Deliver Better Graduates. Later, the experienced international and local leaders and managers of business and consulting organizations presented their business solutions in the sessions on how to use technologies for understanding our current customers and their needs better, faster and in more efficient way, what technologies could support managerial processes, how to use technologies to increase the speed and quality of changes and what are leadership technologies for keeping the best people and make them to be the team. During the third day, “Business Solutions from Leading Organizations”, the Conference participants took part in company visits to 5 leading business companies in Belarus - ALUTECH, ADANI, VONDEL/HEPTA, WARGAMING, ENCATA, where participants were able not only to hear, but also to see the results of the successful management. On the second part of the day, success stories from the leading business companies “Kusto Group holding”, “1C-Rarus Group of Companies”, “SPLAT” were presented. The conference culminated with the keynote presentation of Dr. Jagdish Parikh (Professor, Dr. from Harvard University and author of many books on Leadership and Management, Managing Director of the Lemuir Group of Companies, India) who presented Personal Technologies for Success in a Changing World. At the end of the day, the success of the 14th BMDA Conference was celebrated at the Gala dinner at the restaurant “Panorama”, enjoying the magnificent evening views of Minsk city center and international networking! This BMDA Conference was the unique event which gave the opportunity for its participants to debate, discuss, exchange knowledge and experience, as well as experience many meaningful and joyful moments together. Moreover, first time in BMDA history the simultaneous translation was provided for participants in both languages – English and Russian.





15TH ANNUAL BMDA CONFERENCE (April 26-28) Donja Gorica, Montenegro.

“YOU DON'T HAVE TO BE BIG TO BE SUCCESSFUL”

The Conference took place on April 26-28 in Donja Gorica, Montenegro. It was hosted by University of Donja Gorica (UDG). The unique event combined research activities on the topic above, presentations of the Academic and Business leaders, questions-answers sessions, company visits, international networking and cultural events. The Conference attracted more than 70 participants from 16 countries.

The Conference partners were “Linax”, “Adizes Institute”, “Plantaže”, “Porto Montenegro”, “Lithuanian Agricultural Advisory Service”, “Institute for Strategic Studies and Prognoses”, and “Azmont Investments”.

The first day of the Conference, “Academic Solutions and Insights”, was dedicated for the academic community. During the first part of the day, students were having discussions on topics related to the theme of the conference “You don't have to be big to be

successful”. After that Prof. Alfons Sauquet and Prof. Edita Gimzauskiene shared their experience about “An Assessment and Mentoring System for Business Schools - EDAF”.

After lunch the sessions were dedicated for Leaders of the Business Schools, Universities as well as Corporate Universities. During it, experienced rectors and deans from all around the world were sharing their successful cases and thoughts for the Future on “How to Lead Business Schools Successfully?”

The second Conference day, “Business Solutions for Leading Organizations”, started with welcome words from Dr. Virginijus Kundrotas, President of BMDA, Prof. Veselin Vukotic, Rector of UDG and Chairman of the Conference - Mr. Andrzej Popadiuk, President of Gdansk Foundation for Management Development. The conference was also welcomed by the Ministry of Education of Montenegro.

During all second day of the Conference experienced international and local academic leaders as well as managers of business and consulting organizations presented their business solutions in the sessions on how to use technologies for understanding our current customers and their needs better, faster and in more efficient way, what technologies could support managerial processes, how to use technologies to increase the speed and quality of changes and what are leadership technologies for keeping the best people and make them to be the team.

During the third day, “Business Solutions from Leading Organizations”, the Conference participants took part in company visits to 2 leading business companies in Montenegro - “Porto Montenegro” and “Plantaže”, where participants were able not only to hear, but also to see the results of the successful management.

At the end of the day, the success of the 15th Annual BMDA Conference was celebrated at the Gala dinner at the unique wine cellar “Šip anik”, enjoying the magnificent evening atmosphere and international networking!

This BMDA Conference was the unique event which gave the opportunity for its participants to debate, discuss, exchange knowledge and experience, as well as experience many meaningful and joyful moments together.



16TH ANNUAL BMDA CONFERENCE (April 18-20)
Porto, Portugal

“HOW TO MAKE CONVENTIONAL BUSINESS UNCONVENTIONAL”

The Conference “How to Make Conventional Business Unconventional” took place on April 18-20 in Porto, Portugal and was hosted by Porto Business School!

The event has gathered close to sixty participants from 18 countries: Austria, Belgium, Estonia, France, Georgia, Kazakhstan, Latvia, Liechtenstein, Lithuania, Poland, Portugal, Russia, Slovenia, Switzerland, Ukraine, United Kingdom, USA, The Netherlands, Croatia and was a great success!.

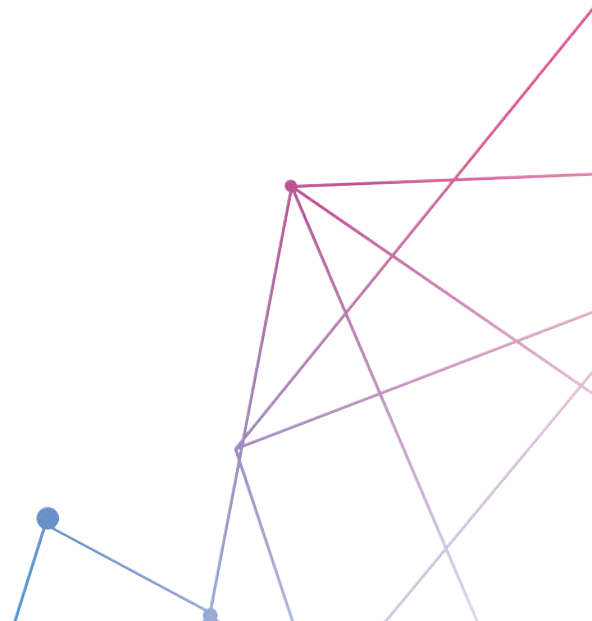
As usually the conference composed of three days.

The title of the first day was **“Can conventional Business Schools provide unconventional programs?”**

The goal of the of first day was to answer the question what innovations could be used in Business schools in order to succeed in fast changing World (in terms of programs, in terms of faculty/staff, in terms of relevant research as well as in terms of processes)?

During the second day we explored, to discussed and shared insights on a question what does it make to be innovative even in traditional business sectors and industries? How do we need to change our strategy and re-arrange our processes to enable innovativeness and entrepreneurship within traditional organizations? How to attract and keep talents within your organization and empower them to create?

And the conference will ended by the day 3, where we all had a chance to 2 Portuguese innovative companies in Porto area: Amorim and Super Bock Group in order to have evidence how the previous ideas have been practically implemented.





17TH ANNUAL BMDA CONFERENCE

CULTURAL SENSITIVITY and LOCAL CONTRIBUTION IN BUSINESS and EDUCATION. (How to Build International Business in De-globalization Era?)

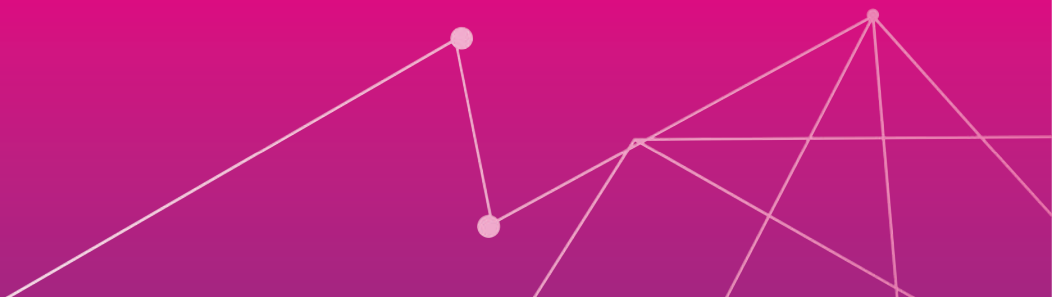
Already the 17th Annual BMDA conference took place on 3-5th of April, 2019 in Casablanca (Morocco) and was hosted by emlyon business school campus Casablanca.

The main conference partners were JC “Linax” and Adizes Institute Worldwide.

The conference CULTURAL SENSITIVITY & LOCAL CONTRIBUTION IN BUSINESS & EDUCATION (How to Build International Business in De-globalization Era?) was attended by more than 70 participants, representing 18 countries (Belarus, China, Egypt, Estonia, France, Germany, Kazakhstan, Latvia, Lithuania, The Netherlands, Morocco, Poland, Russia, Slovenia, Spain, United Kingdom, Ukraine, USA) and was a big success event in terms of content, as well as in networking and establishing connections.

As it has already become a tradition, the first day of the conference was dedicated to the representatives from Business Schools. The topics such as What do we mean by Culturally sensitive Programs at Business Schools and what should be taken into account? Learning Methods in De-globalization Era. Diversification vs Unification were revealed. During the second Conference day we focused on Business issues, related to the conference topic. Analyzing the ways how to define local needs and adjust products or services for the local markets in order to be successful and responsible at the same time, how local culture might influence the business processes of international companies? What are challenges and solutions. And, also, what HR policy the company in International markets should perform? Locals vs expatriates? Talent management. At the end of the second day had "Mindfulness as performance enhancer" (a short experiential session of selective awareness to increase efficiency). On the third day Conference participants visited the leading international Business companies situated in Casablanca (CMGP(Compagnie Marocaine de Goutte à goutte et de Pompage, RATP Développement), that shared their experience in making positive impact to the local community achieving ambitious business goals. The whole conference was finalized by the remarkable Gala dinner.

The 17th Annual BMDA conference has been chaired by Prof. Dipak C. Jain, European President, CEIBS (China).



BMDA CURRENTLY UNITES MORE THAN 70 MEMBERS FROM 25 COUNTRIES:

Austria, Belarus, Belgium, Croatia, Denmark, Estonia, Finland, France, Georgia, Germany, Italy, Latvia, Lithuania, Montenegro, Norway, Poland, Portugal, Republic of Kazakhstan, Russia, Slovenia, Sweden, the Netherlands, Ukraine, United Kingdom, USA.

25

COUNTRIES

70

MEMBERS



MEMBERSHIP AT BMDA

As BMDA is an open body, everyone, who is interested in management development opportunities and whose activities, objectives and ideas do not conflict with BMDA ideology and principles of straight and honest activity, is welcome to join to international BMDA network!

TYPES OF MEMBERSHIP

Association members can be institutions, academics and professionals from the business community in the area of business and public administration as well as corporate members, representing Baltic Sea region or stakeholders from other countries, who agree to the goals of Association.

Institutional membership

Institutional membership is for Baltic Sea region universities and business schools, executive development centers, training consultancies and other organizations actively involved in management development. It is also for educational establishments outside the Baltic Sea region who are the stakeholders in promoting the management development in the Region.

Annual Fee - 600 EUR

Corporate membership

Corporate membership is for companies interested in business and management education development in Baltic Region and willing to support BMDA activities.

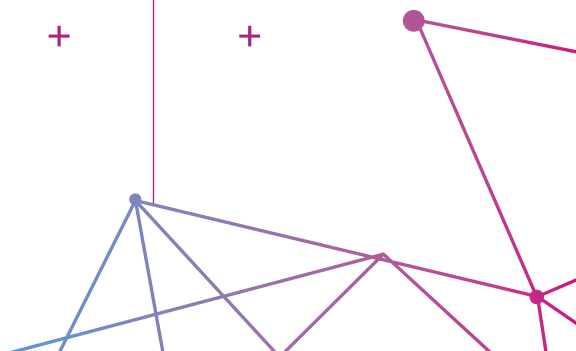
Annual Fee - 600 EUR



MEMBERSHIP BENEFITS

No.	Benefit description	Institutional membership	Corporate membership
1.	Participation at events (Annual BMDA conference, seminars, training, etc.) organized by BMDA or its members under favourable conditions - using BMDA members discount	+	+
2.	Participation in networking events and finding academic or corporate partners for future projects	+	+
3.	Possibility to get Baltic Journal of Management as Publishing Partner for BMDA members International Research Conference (subject to peer review)	+	+
4.	Possibility to influence the topic of competence development seminars, trainings and other events organized by BMDA	+	+
5.	Getting the access to interactive BMDA IT portal www.bmda.net (amount of personalised logins)	8	8
6.	Placing of Institution/ Company logo in interactive BMDA It portal www.bmda.net section "BMDA members"	+	+
7.	Announcement about the most significant achievements and news, upcoming events (conferences, seminars, training, etc.). This information reaches all BMDA members and IT portal visitors	+	+
8.	Receiving updates about upcoming events, projects, etc. organized by international BMDA network members	+	+
9.	Participation in various (Corporate, Academic, Community) joint projects as partner using IT portal	+	+
10.	Possibility of attraction of partners for implemented project or suggest innovative ideas for potential projects using IT portal	+	+
11.	Accessibility to BMDA members contacts data base	+	+

12.	Connection of logo placed in www.bmda.net with home page or other important information	+	+
13.	Updating information in interactive BMDA IT portal without reference and to publicize the most relevant information	+	+
14.	Receiving the feedback and response from the other BMDA members regarding placed information	+	+
15.	Giving feedback or express comments on BMDA interview, news articles and other information placed in www.bmda.net	+	+
16.	Communication with selected audience easier and faster	+	+
17.	Offering graduates for internship in Business Companies or Consulting Companies	+	-
18.	Offering students for the internship	+	-
19.	Expressing the need for internship	-	+
20.	Expressing the need for graduates	+	-
21.	Announcing CV of experts that will be seen by Business companies/ For Business companies to receive those CVs	+	+
22.	Offering the training for the employees of the Business Company or faculty staff as well as to express the need for the training	+	+
23.	Suggesting the solution for solving existing problems or to ask for solution of faced managerial challenges.	+	+
24.	Placing as well as finding Business cases	+	+
25.	Development of Business cases together with Business Schools, Corporations, Consulting companies, Individual consultants, lectures and researchers	+	+
26.	Watching interviews on various management issues	+	+
27.	Suggestion on placing own video material for portal section "Interviews"	+	+
28.	Getting accesses to the newest Management literature resources, e-books, articles, news methodologies, etc.	+	+



29.	Placing articles on various management issues and to receive readers' reviews	+	+
30.	Sharing recently originated methodologies	+	+
31.	Getting access to various research reports	+	+
32.	Expressing the need for visiting lecturer and to receive suggestions from individual lecturers and researchers, Business Schools, Corporations and Consulting companies	+	+
33.	Suggesting lecturing services	+	+
34.	Getting access to insights placed in www.bmda.net	+	+

BMDA also provides the possibility to Associations and other affiliate institutions to the BMDA membership benefits signing the Reciprocal agreements.



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18TH ANNUAL BMDA CONFERENCE HOST INSTITUTION



TALTECH'S NEW MBA PROGRAMME WILL HELP YOU TO BECOME A TOP EXECUTIVE IN 1.5 YEARS

This autumn TalTech launched a new international MBA programme *Entrepreneurial Management* to enable ambitious professionals and middle managers to develop into top executives in their fields. The programme delivered in the English language is very flexible and takes into consideration the responsibilities working people have towards their employer and family.

“The new programme is aimed at ambitious and development-oriented people from the neighbouring region - Scandinavia and the Baltic States that hold a bachelor’s degree and at least three years of work experience. We are looking for people who see an opportunity to join the management, but feel the need to develop their entrepreneurial and management skills in an increasingly digital

and international world.” introduces Martin Toding, the programme director and lecturer in entrepreneurship.

This study programme welcomes people with a background in economics, engineering, finance, IT or science who are interested in earning an internationally recognized degree at one of the region’s largest universities of economics and governance.

Although the 1.5-year programme is shorter than a regular MBA programme, it will be carried out in full. Writing a master’s thesis is usually completed at the end of the programme and is often left unfinished due to lack of time. In the new programme, the master’s thesis is completed step by step within a year and a half. “Classroom teaching is scheduled for

three days a month and a large part of studies is conducted online and independently. We have balanced the proportion of theory and practice to make the programme educational, supportive, flexible, and personal. The theoretical and practical aspects of the studies are logically connected: the teaching and learning process includes writing a project based on a company, preferably where the participant works, which will be developed into a master's thesis."

The programme has been designed in co-operation with Estonian entrepreneurs and top executives of the companies that operate in the Baltic States and Northern Europe to consider current labour market needs. Many of the Entrepreneurial Management programme teaching faculty have an international background; the group is made up of 30 students who come from different countries and will share their work and study experience gained in different parts of the world, thus enabling to establish an excellent network for the future. In addition to the field of business and economics, TalTech is also well known for the high quality of teaching IT and natural sciences, which will give learners an opportunity to expand their horizons in completely new directions.

A PERSONAL BUSINESS MENTOR WILL SUPPORT THE MASTER'S STUDENTS' SELF-DEVELOPMENT

Each student's professional career goals are supported by a personal mentor who will help to complete a practical, applicable, realistic, and


logical master's thesis. "The mentor supports the student's individual development throughout three semesters, helping to find out where the learners want to reach, what skills and knowledge they need to develop, and what requires more attention," says Toding.

He adds that when designing the course, a relatively large amount of time was allocated for one-to-one communication between the student and the mentor. The most exciting courses are Business Analytics and Digital Organization and Entrepreneurial Leadership, both of which reflect the focus of the programme: managing people and processes in a rapidly changing digital world. Graduates of the programme will acquire relevant knowledge and skills to become a top or a middle manager in an international organization.

A GREAT POSSIBILITY FOR AN EMPLOYER TO POLISH THEIR TALENTS

Employee education is becoming increasingly important also from the employer's point of view, and more and more companies are covering their employees' training costs. "As the university charges a tuition fee for the Entrepreneurial Management programme, which may hamper the access of those interested, it is a good opportunity for the company management to demonstrate how much they care about their employees. If you, as an entrepreneur, see a top executive potential in any of your employees, it is time to polish your talents," Toding explains.

MORE INFORMATION: [TALTECH.EE/EN/MBA](https://taltech.ee/en/mba)

A photograph of several students sitting at desks in a computer lab, working on laptops. The students are in profile, looking towards the left. The background is slightly blurred, showing a modern, well-lit environment with large windows.

**TAL
TECH**

**STUDY BUSINESS IN TALLINN,
THE HOT-SPOT OF START-UPS**

MA IN BUSINESS ADMINISTRATION

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