



Management Studies
Sabaragamuwa University of Sri Lanka



6th Interdisciplinary Conference of Management Researchers (ICMR 2021)

Fostering Global Vicinity Today for a Resilient Future

Abstracts Proceedings

Faculty of Management Studies
Sabaragamuwa University of Sri Lanka



Abstract Proceedings

**6th Interdisciplinary Conference of Management
Researchers**

***“Fostering Global Vicinity Today for a Resilient
Future”***



Faculty of Management Studies
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PREFACE

Recognizing the importance of having an intellectual dialogue on Fostering Global Vicinity Today for a Resilient Future, the 6th Interdisciplinary Conference of Management Researchers (6th ICMR 2021) is organized by the Faculty of Management Studies, Sabaragamuwa University of Sri Lanka. Five eminent Professors in Management related fields namely, Prof. Philip Kotler, Prof. A. Parasuraman, Prof. H. Kent Baker, Prof. Athula Gnanapala and Prof. Hartwig Bohne attended the conference as keynote speakers to share their insights under the theme of **“Fostering Global Vicinity Today for a Resilient Future”**. More than one hundred peer-reviewed research papers were presented under eleven different tracks namely, Accounting, Business Economics & Banking Studies, Consumer Behavior, Crisis, Disaster, & Change Management, Entrepreneurship & Small Business Management, Finance, General Management, Human Resource Management, Marketing Management, Supply Chain Management, and Tourism & Hospitality Management. This conference provided a great opportunity for the researchers, professionals, policy makers, and undergraduates to discuss and share their research findings relating to key global issues in the field of management while providing them a platform to develop a global network in their disciplines.

**6th Interdisciplinary Conference of Management Researchers
(6th ICMR 2021)**

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MESSAGE FROM THE VICE-CHANCELLOR



It is a great pleasure to extend my sincere admiration for the 6th Interdisciplinary Conference of Management Researchers, (6th ICMR 2021) organized by the Faculty of Management Studies, Sabaragamuwa University of Sri Lanka, capturing the theme of “Fostering global vicinity today for a resilient future”. As one of the emerging and leading faculty, Faculty of Management Studies has immensely contributed to national development by spearheading the development of management education through the continued progression of graduates, academics, and researchers to equip them with the ability to build the local arena while facing global challenges.

Being the largest and the oldest Faculty of the University, the Faculty of Management Studies has organized this annual conference with the aim to serve as an ideal international platform assimilating the academia to a research culture by encouraging researchers, academics, practitioners, industrialists, and policy makers to share ideas, collaboration, and cooperation within the field of Management. This conference would bring together both local and international academic communities on one platform to explore, discuss and pave the way for a more robust network, better understanding, and an overall enriching experience. This annual conference will ensure the fundament of the faculty of being a Research University in the foreseeable future. Moreover, “6th ICMR 2021” is a great platform for an interdisciplinary research and management dialogue, including the keynote speeches from pioneers of the field like Prof. Philip Kotler, Prof. A. Parasuraman, Prof. H. Kent Baker, Prof. Athula Gnanapala, and Prof. Hartwig Bohne, which will enable the participants and contributors to enhance their wisdom and virtue. Thus, I truly believe that this will contribute immensely to the transformation of knowledge into the action of the faculty and the university at large.

Therefore, I appreciate and thank Prof. W.K.A.C. Gnanapala, Dean, Faculty of Management Studies for his guidance and the organizing committee for congregating this conference. I also thank the academic community and all professionals who joined hands with “6th ICMR 2021” to succeed in this event.

Prof. R.M.U.S.K. Rathnayake
Vice-Chancellor
Sabaragamuwa University of Sri Lanka

MESSAGE FROM THE CONFERENCE CHAIR: 6th ICMR 2021



On behalf of the conference committee, it is a great pleasure and honor to extend welcome note to the 6th Interdisciplinary Conference of Management Researchers (6th ICMR 2021), proudly organized by the Faculty of Management Studies, Sabaragamuwa University of Sri Lanka, which is being held on 16th & 17th December 2021. Faculty of Management Studies is delighted to organize the conference for the 6th consecutive year, capturing the theme “Fostering global vicinity today for resilient future”. The pursuit of knowledge and discovery has always been an intrinsic human characteristic. When new knowledge is curated and put in the right hands, it has the power to bring about high value change to society. The conference provides a platform in Sri Lanka for both local and international researchers and academics to disseminate their research findings while exploring global alliances. Ensuring its global value, 35+ foreign researchers presented their papers at the conference together with 70+ Sri Lankan researchers.

The 6th ICMR 2021 is graced by the keynote speakers; Prof. Philip Kotler, Prof. A. Parasuraman, Prof. H. Kent Baker, Prof. Athula Gnanapala, and Prof. Hartwig Bohne, renowned researchers who have made remarkable contributions to the field. In addition, Prof. Udaya Rathnayake, Ms. Sangeeta Menon, Prof. Sudhir Rana, and Prof. Sumit Narula contribute to the conference as the Guest of Honors. We are honored to have the pioneers of the field at the 6th ICMR 2021 and extend our heartfelt gratitude to all the keynote speakers and guests of honors for gracing this occasion. This conference would not have been a reality if not for the support extended by the Vice-Chancellor, and the Dean, Faculty of Management Studies. We also wish to extend our sincere appreciation to all our sponsoring partners who joined us to make this event a success. Next, we thank all the individuals who have worked hard to lead this event a success. Finally, we are pleased to acknowledge the contribution made by all the authors, and we wish all the success in their research endeavors.

Prof. N. Jayantha Dewasiri

Conference Chair

6th ICMR 2021

MESSAGE FROM THE DEAN



It gives me immense pleasure and honour to send this message for the 6th Interdisciplinary Conference of Management Researchers (6th ICMR 2021) organized by the Faculty of Management Studies (FMS), Sabaragamuwa University of Sri Lanka, on the theme “Fostering global vicinity today for a resilient future”. The main objective of this endeavor is to create a standard and international platform for both local and international researchers to present and share their research outcomes and strengthen the network among young researchers and local and foreign management experts.

The Faculty of Management Studies is accredited as an “A” graded faculty, by the Quality Assurance Council of the University Grants Commission, with “A” grades for all its degree programmes. Being a state university and a consumer of public funds, we are highly conscious of academic and research excellence. The faculty is dedicated to pursuing an excellent research culture, contributing to the development of the nation in the field of Management. We have identified our academic responsibilities by organizing ICMR 2021 for the 6th consecutive year, creating to explore a global alliance to enhance the quality and strength of the interdisciplinary conference on management researchers.

I take this opportunity to welcome and thank all keynote speakers, distinguished guests, researchers, academics, and partners for their valuable contribution to 6th ICMR 2021. Moreover, I extend my heartiest gratitude and appreciation to all the researchers who have produced excellent research papers and who have stepped up to explore and present their significant findings at this international platform.

I also take this opportunity to express my deep appreciation to the conference chair, secretary, co-chairs, and other members of the organizing committee for their commitment and dedication to ensure the success of this conference.

I wish you all the best!

Prof. Athula C. Gnanapala

Dean - Faculty of Management Studies
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KEYNOTE SPEECH OF PROFESSOR PHILIP KOTLER



The whole world is living within two severe crises. The immediate crisis is the Covid-19 which unfortunately affects many more lives. Even if the world gets over Covid, people probably do not get back to a new normal because of climate change. Climate change will be the next Big C, where Covid is the first and Climate change is the second.

Marketing had changed its focus over time. Initially, in 1950-1970 marketing was about making a product and selling it. However, in 1970-1990, marketing realized its requirement to understand the customers, called "customer orientation". Customers are different in many ways, and they change their minds over time. Thus, companies need to concern why do the customers buy our product. The organizations should notice that customers are moving to purchase competitors' products, going to hurt your company and hence most companies now understand the importance of being customer-oriented.

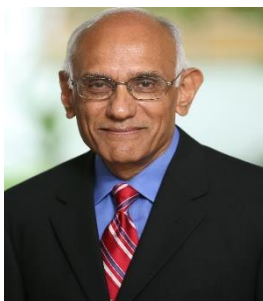
Afterwards, the world faced a revolution in marketing framework because we went from an analogue world to a digital world (2010 – 2015). Hence, communication with others can be carried out digitally. More focusing on what changes, we have to make in marketing to harness digital processing power is essential. Recently, today many companies over the globe are recognizing the importance of societal values like the value of sustainability and the question of the common good. Ultimately, it's all about "are companies doing a good job to lift in and enhance the lives and the health of people around the world?".

The significant tenets of modern marketing are, it should be buyer-needs centered (customer-centric) rather than product-oriented. The 4As (Awareness, Accessibility, Acceptability, and Affordability), 4Ps (Product, Price, Place, and Promotion) and 4Cs (Company, Customer, Collaborators, and Competitors) are concepts in marketing. For the success of any business, it is crucial to focus on 4As, 4Ps & 4Cs. If the business is going to launch a new product, conducting market research is essential at its inception. Once a business has gone through the process, working backwards is one of the best options if the product is not doing well in the market. Thus, the results of going forward can be understood by going backwards.

Another view of the evolution of marketing is the five different stages. The first stage, "Marketing 1.0", is functional marketing. It is about making something, pricing it, and selling based on its functions. No emotional influences were concerned, and if customers are rational, they will buy. However, it was estimated that 70% of all consumer decisions are primarily emotional decisions, not rational. Around 40% of the business to business decisions are also emotional, which was the central concern of "Marketing 2.0". The next stage, called "Marketing 3.0", is dedicated to the customer's well-being. "Marketing 4.0" is for the digital revolution, and the framework of marketing has to be modernized digitally. Several new technologies made the digital revolution possible such as artificial intelligence, algorithms, 3D printing and many more. This led to "Marketing 5.0", which endeavors to impact new technologies.

Subsequently, some major trends of new marketing include customer journey marketing is about how do people end up with your business? When someone comes into your restaurant for the first time, probably due to a friend's recommendation, or see any ads or attractive look in the window. Because different people come through different journeys, which will give more insights into their behaviour, every journey consists of touchpoints. Seen an advertisement or talking to a salesperson are touchpoints where businesses need to create successful *Moment of Truth* at each touchpoint. Another trend is Personas Marketing. This is when businesses send a message; they need to know to whom the message is sent. Content marketing is also practised today. Influencer marketing is also popular today since many people are now on the internet and have fans and followers. If those high influencers mention or use some brands, it may influence many followers. Because of its effectiveness, many marketing companies are trying to identify high influencers and get their products used by them. Omnichannel marketing is another development, where the products are not only in stores, but customers can also get them from a vending machine or through any other channel. Marketing automation also suggests many ways to turn over routine marketing decisions to machines enabled by artificial intelligence. Another notable trend of marketing is, most products rely on delivery systems of services. Since everything is changing, businesses need to change before the world is changed. Therefore, within the next five years, if you are in the same business you are in now, you will be out of business because you haven't changed with time.

KEYNOTE SPEECH OF PROFESSOR A. PARASURAMAN



Sustainability is an area that is increasingly important to both private and state sector organizations, countries, regions, etc. Different scholars have conceptualized the concept of sustainability in different ways, and there is no universally accepted definition. However, the idea of sustainability carries three key areas; environment (planet), economy (profit), and society (people). These three pillars are not separate silos, and they are intertwined. It is introduced as the 3P framework in the business domain. The 3Ps concept is directly related to Sustainability Development Goals (SDGs) introduced by United Nations. Every SDG is related to one or more pillars in accord with the 3Ps concept.

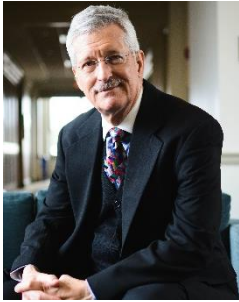
The Doughnut economy is the latest concept introduced by Kate Raworth in 2016, which explains the boundaries of economic development, consumption, and ecological developments. The minimum boundary of the Doughnut economy depicts the minimum social requirements that are required to achieve in different categories like food, education, gender equality, water, income, etc. This minimum requirement should be ensured for the survival of humans. Consequently, the social foundation of the Doughnut economy illustrates the minimum level to be achieved. The ecological ceiling of the Doughnut economy shows the upper boundary of the model. The GAPS model emerged in the mid of 1980s as a result of research work on the service quality of m elf. According to the GAPS model from the customers' perspective, gap means the discrepancy between the desired level of customer quality expectation and the actual level of customer quality expectation. The external service quality expectation gap is contributed by the four service quality gaps from the service organization's side. The first one is the market information gap created due to the difference between customers' expectations of service quality and the service organization's understanding of customer expectations. The unavailability of precise understanding has created this issue. The second gap is the service standards gap that occurs as no specific guidelines are available though managers identified customer requirements. Thirdly, the service performance gaps occur as organizations do not have enough infrastructure though, specific guidelines regarding quality service delivery are available. The fourth internal

communication gap resulted from the inability to coordinate with customers though they performed as expected. If the organization can close these four gaps in the service organization's side, the external service quality gap can be closed. Moreover, all four internal gaps create inefficiencies in profitability, customer satisfaction, resolving customer needs, expenditure on attracting new customers, etc. However, the marketing information gap is the major disconnect in many firms. On the other hand, these gaps collectively impact one or more sustainability pillars, and ultimately, every pillar is adversely affected as 3Ps are interconnected.

Subsequently, I have introduced the SERVQUAL instrument, a measurement model to quantify the external service quality gap. Reliability, responsiveness, assurance, empathy, and tangibles include the five dimensions, and reliability is the most critical dimension. Tangibles was found as the least important factor while others remain in between. Further, understanding the nature of customers' service expectations is vital to an organization. Usually, customers do not have an ideal level of exact quality expectation. They do have a range of quality expectations. The adequate service quality is the lowest boundary. Organizations do not need to go beyond the desired level, and it is enough to deliver within the zone of tolerance to satisfy the customers reasonably. If customer satisfaction is far below this zone, it leads to customer dissatisfaction.

In accord with the Doughnut model, the zone of tolerance pentagon shows the outer pentagon as desired service level and the inner pentagon as an adequate service level. The findings of tolerance pentagon are related to the Doughnut economy's lower and upper boundaries. Accordingly, the Doughnut economy illustrates the macro or the planetary level while the service quality Gap model shows the micro-level. The illustrative implications of the pentagon depict the zone of tolerance is not equal for all five dimensions. The dimension reliability demonstrates the narrower zone of tolerance while the dimension tangible indicates the broader zone of tolerance. Therefore, organizations should not allocate more resources for tangible aspects as consumers do not pay much attention to tangibility. Yet, the reliability can be improved by providing more resources on that. In addition, when organizations introduce service innovations, they can consider the different typologies and allocate resources appropriately by considering the environment and organizational requirements. Thus, any organization should strive to achieve a win-win situation where sustainability and service quality is ensured.

KEYNOTE SPEECH OF PROFESSOR H. KENT BAKER



Research productivity can be discussed, highlighting 13 different items. However, these 13 items won't apply to every researcher, but hopefully, many of these can benefit an individual. The first item is personal productivity. Becoming a productive and successful researcher won't happen by accident; it happens by commitment focusing on excellence by intelligent planning, and having a very focused effort. First, hitch your wagon to a star if you're not a star. If someone is relatively a new academic or going into academics, one of the key things that all academics typically do is going to be research teaching and service. All of those are important elements depending on the nature of the institution that you are working for.

Primarily, someone following a master's or doctorate programme won't receive much guidance on how to be successful as an academic. You may be teaching for a particular line, and when it comes to research, you may come through research methods, making presentations, etc. But often, not much emphasis on how you could get your research published. The first would be trying to hitch your wagon to a star, which means trying to succeed by forming a relationship with someone already successful in research. Someone who is experienced, successful, and has gone through the same process could help hitch your wagon into a star. If an individual cannot find a person to hitch the wagon to a star next, someone can try finding a mentor, which is the second key element to becoming a productive researcher. A mentor hopefully develops that kind of relationship; for instance, finding a mentor who is someone senior, more knowledgeable, experienced, and successful could see more talent and ability within you than you see in yourself and will help to bring out the best in you and provide guidance that will lead you to success. The third point is using the dissertation as a springboard. Doctoral students or masters' students need to use the dissertations as a springboard. All the efforts put into the dissertation should be used to increase the initial research publications. The fourth point is to plan, prioritize and organize. Being successful and productive does not happen by chance. It requires planning, prioritizing where an academic put the efforts, and organizing to write with whom you will collaborate. Researchers need to accurately plan where they want to be in years from now, prioritize the efforts, and implement the particular

plan to succeed in the future. The fifth point is working in ARCs. Working in ARCs means identifying areas you can work in and working on that for many years. To be a master in a specific area such as methodology or a particular topic area, you can leverage that for many years example; if you have taken a hot topic and the topic died after a while, you can start another ARC and another ARC for several years to gain that expertise in the particular area.

The sixth key point is establishing a reputation in an area. Many people shift from one area to another to conduct their research instead of focusing on a very limited number. Focusing on a particular area, topic, methodology, or issue builds into an ARC publish in that area so academics can gain reputation on the work of a specific area. It is important to market yourself and build your brand. If a researcher builds their brand, it will be an invaluable asset that helps them move throughout their career. The seventh is to set quantitative goals. A higher level of success will not happen within one day; it needs to have quantitative goals. The researcher needs to plan by setting the SMART goals. The goals should be realistic, and to achieve the required success, the researcher needs to focus on goals, not obstacles. The eighth point is avoiding distractions. A researcher may encounter different distractions, but to be a successful researcher, a researcher requires allocating enough time for the research.

The ninth point is avoiding procrastination. The procrastination on a goal is very likely to feel guilty and face great problems such as lacking performance evaluations, being liable to experience panic or making excuses at work, etc. The tenth point is staying motivated. Most people are motivated for a short period of time. The researcher needs to have goals, a positive attitude, performance, support from work and family to remain motivated. Most importantly, you need to be passionate about your goals. The eleventh point is network and collaboration. We need to have a complementary type of team, and the team should consist of different skilled persons to great discoveries and improvements. The twelfth point is feedback. The researcher needs to use personal contacts to get honest and constructive feedback to improve the performance. The thirteen point is focusing on your strengths. The researchers could do a SWOT analysis to utilize their strongest skills and outsource their weaker skills as a team. There are several vital elements that you can follow to increase journal acceptance. First is, before submitting your paper to a journal, you can present it in one or more either professional meetings or another university or your university, for example, as a monthly presentation or working

paper. It will help to improve the quality and chances of getting selected to any journal. Secondly, it is critical that you use quite a bit of time to determine your target journal. The third is following the journal guidelines. Go to the website of the particular journal and take a look at the guidelines for authors and see what their emphasis is. Fourth is highlighting your paper's contributions. On your paper itself and on the cover letter you have to mention your paper's contributions. You have to market or sell your paper in the sense of why should it take up the journal space. Fifth is striving for originality. If you take a study done in the US and do it in Sri Lanka or India, it will probably not lead you to top journals. It needs to be original; you have to stand from the crowd and state why your paper is different or what it contributes to the literature. Sixth is learning to write effectively. Even though you may have excellent ideas, and if you are not effective in expressing those, you will not be successful in getting your paper accepted.

Seventh is editing which is a crucial ingredient when writing a paper. Write without fear; edit without mercy. So, editing that paper and having others review it is critical. The eighth is to pay attention to details. For example, if you cite an article that is not included in references or refer to a paper that is not cited, the reviewer will not pick up that as a lack of attention, and it will show you as a sloppy researcher or a writer. The ninth is learning to handle rejection. In top journals, 95% will submit something that is going to be rejected. If you submit for a medium-level journal, 85% will be rejected. You need to be able to handle such particular type of rejection. The tenth is responding carefully to reviewers. Often if you revise that and if it is not sufficient, you will get rejected.

Don't be obliged to implement every suggestion. Sometimes your reviewers might be wrong. If your reviewers make an infeasible suggestion, you don't need to implement it. You have to provide a rationale for why you did not do that. Review the comments holistically. A good reviewer will look into those comments and make sure you have done it. On the other hand, you should not have a negative tone that will talk down to your reviewers or your attitudes towards the comments. Don't forget the cover letter about how you responded to the reviewers and speak about the contribution of your paper. Finally, don't be afraid to walk away. In other words, you may look at the number of things that have been suggested, and if it is not feasible for you to do everything and simply it will be the best to regroup, find another target journal and move forward.

KEYNOTE SPEECH OF PROFESSOR ATHULA GNANAPALA



The tourism industry is the third-largest industry globally, where fuel and chemicals are taking the first and second places respectively. It contributes to 10% of the GDP of the global economy and generates 10% of the total employment. It also generates 1.4 trillion exports: 30% of service exports and 7% of world exports. The tourism industry contributes to the economic growth of the world as well as the in individual countries. Therefore, countries including Sri Lanka use tourism as a development strategy. However, it is badly affected at present.

The tourism industry has faced some occasional slopes during the past, for example, during the world economic crisis in 2008 and 2009. However, a rapid growth of the tourism industry was seen thereafter where there was an increase of 4% of tourist arrivals as well as an increase of 3% of tourist receipts. Steady regional growth of tourism was seen, and countries were more interested in tourism due to its power to impact the economy. As a result of the multiplying effect of tourism, it generates direct as well as indirect impacts. However, the pandemic has adversely affected the entire supply chain and employment. When the global scenario is considered, compared to 2019, there was a drop of 74% in tourist arrivals in 2020. It has reached 381 million, which is equal to the situation in 1990. This is a critical situation for the global economy, especially for the countries that use tourism as one of the major income generators. Currently, Sri Lanka is also suffering from a lack of tourists and a lack of foreign currency. In his keynote, Prof. Athula C. Gnanapala discussed the impact of COVID 19 on the tourism industry in Sri Lanka concerning three main key areas; disaster or crisis, vulnerability, and resilience, along with destination management in the new normal.

In brief, the terms disaster or crisis, vulnerability, resilience, and destination management in the new normal can be discussed concerning the tourism industry as follows. Accordingly, the terms 'disaster' and 'crisis' are used interchangeably. The tourism industry is a highly sensitive industry for the different external environment changes such as pandemics, economic crises, or any natural disaster. On the other hand, vulnerability has been affected, disrupted, or displaced by a risk-related event in a tourism context due to various restrictions such as closing borders, the closing of airports, and quarantine procedures imposed in 2020 and 2021. Consequently, resilience is

the ability of the system to reduce the chances of a disaster, crisis, or pandemic. Resilience strategies must be applied into practice to absorb the impacts of a disaster crisis and recover quickly after a disaster crisis. Particularly, destination management focuses to welcome, involve, and satisfy visitors, achieving a profitable and prosperous industry engagement, and benefitting the host to communities to protect and enhance the local environment. One of the critical factors that need to be considered in destination management is the VICE model. The VICE model for destination management highlights the interaction between the visitor, the industry that serves them, the community that hosts them, and the environment where this interaction occurs.

Further discussing, there are some lessons learnt from the past that can be incorporated to overcome the challenges in the new normal: building trust among the hosts and guests, strategically handling tourism needs, readiness to address the new trends in post-pandemic, integrating tourism with the local economy, addressing the sustainability issues: the inclusive growth, streamlining the domestic tourism industry, effective human resource planning/management in tourism, importance of tourism education and training, visitor management attracting the right customers to the right product, the importance of having a suitable pricing policy, promoting the local entrepreneurs and local products, and sustainable destination marketing promotion.

KEYNOTE SPEECH OF PROFESSOR HARTWIG BOHNE



I've been working from my home office, where I am also now in Berlin, since march 2020; meanwhile, the students and we learned a lot about virtual environment, distance learning, online lectures, breakout rooms, and other institutes. But the core business remains the same. Conducting lectures, applying methods and making young professionals familiar with working conditions, and developing their employability. Consequently, my first thought is about the future of our young professionals and their future skills. How much is digital normality useful and efficient? How much will personal into actual face-to-face remain important? The influence of our negotiations in the future over the quality of communication tools become more important year by year. Do the generations why and that may choose their employers also depending on the digital appearance, on communication instruments.

As I come from the hospitality industry, with a strong background, my research fields also focus on exchange programmes and networks, developing cooperative educational structures, and study programmes. Therefore, my second thought is on alliances. Only companies and universities which are able and willing to establish trustful and reliable cooperative structures will remain or become successful. Their success will be based on sharing knowledge and experiences and developing an attractive reputation for new employees and existing experts within the organization. Following this, one example from my current field of research, several universities in Europe are currently developing a joint study and research programme on culinary arts and tea culture. Developed by European partners and taught by European partners both from industry and academia. Of course, each partner could invest in its own efforts and develop a separate and competitive structure. But all agreed during the pandemic when met virtually that we want to have a unique sense of joined forces combining the best of all of us. Not seeing this as a loss of independence but as a benefit for each member, and I am sure being able to cooperate will be the strengths of the future, willing to cooperate will be the competence of future success.

My third thought is focused on the non-human impacts in the future, specifically about the effects of artificial intelligence on service-oriented industries, managing lack of people qualifications, and attractiveness of jobs. Following the title of the conference, "Fostering global vicinity today for a resilient future, the questions can be or should be who are our future neighbours to collaborate with, who is influencing our choice of friends, colleagues, applicants. How can we develop robots or artificial intelligence to be supported in the best way possible without the risk of being dominated by artificial intelligence? Maybe tomorrow the CVs of the applicants will be processed first by artificial HR experts and selected. Perhaps the first interview would be conducted by robots, and only if these steps are passed successfully, the applicants will see a manager in real. Maybe this is one part of an efficient HR administrative process, but maybe we can develop tools to select people for training and to support activities too, and perhaps we can select them based on information about their performance through watching and controlling them, but if we accept that somebody or a machine or system is watching, is this really a positive perspective on teams spirit in a working environment. Consequently, we have to train the managers handling these issues and make applicants and students familiar with these circumstances with the risks, the chances, the options, the costs. We have to develop comparative research activities regarding best practices and bad ones. We should see our research activities as helpful and supportive for a changing society based more and more on algorithms and virtual decisions planned and structured by artificial intelligence. This needs our efforts, our commitment, and our collaboration.

My fourth thought is about sustainability and, again the young generation. What about the comparative perspectives? Can countries become sustainable? Can countries provide enough water and food to their people, or should they focus first on their basic needs? Is sustainability a challenge or a problem made by developed countries or seen mostly by developed countries and should be solved by them, or is sustainability really seen and understood as a holistic challenge or to be focused too much on certain materials or certain sources of energy? Let me give you one example of a very successful research. Albertsen Yachi, a US biochemist winner of one of the Nobel Prize, claimed that research is to see what everybody else has seen and think what nobody else has thought. Taking this into account, have you ever wondered why research achieves such

great importance or what is the purpose or desire of years of intense work on certain research projects.

The research represents a key to a successful business. Differentiating the lies from the truths and finding opportunities. But how is this research even possible? To answer this question, we have to talk about the quality of education and lecturing representing the foundation of dynamic and stable societies. Leading to empowerment and strong education and lecturing system can be assimilated as a powerful weapon that changes the world. It strengthens individuals and helps control suggestions being an important factor in combating poverty. Let's take a minute and try to imagine how this world would look without education, without research. Would we be now connected virtually on a conference? Probably not. Would it be normal to listen to each other and talk with each other? Probably not. Currently, we can see that crisis and risk management worldwide has to be optimized. Resilience needs to be a standard aim of political and economic structures. Meanwhile, every crisis can be fruitful and full of opportunities. Our research should be the positive reaction to every crisis to see the challenges and opportunities. Research should be the hope of seeding activity in the wide field of knowledge.

As you probably already know, I teach International Hotel Management, German and in English sometimes in French. What you have not acquainted with is my passion for tea. Having said that, I cannot conclude without saying a few words about this incredible and the second most-consumed drink in the world as we are at a conference in Sri Lanka. Considering the production, tea is one of the main sources of foreign exchange for Sri Lanka and also for other countries. Contributing to the economy and therefore having great inputs with a long history dating from 1824 which arrived the first tea plant to Sri Lanka, black tea has been consumed during the years developing certain habits, traditions and sharing a cup of tea is a common way of relaxing, sitting and talking. If you compare this coming back to Germany, the sense of tea culture is similar. Strong black tea is preferred by green tea. Especially in the North West of Germany, the people there are drinking an average of 300 liters of black tea per person per year. Their tea culture was awarded by UNESCO as World Cultural Heritage, and this year they won the title, World Champion in Tea Drinking. I started my research on tea, tea culture, teapots, and everything related to tea. I am happy because this has been a delicious topic of research and important because to see the meaning for economics, for people for cultural development.

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