

## ENGLISH SUMMARY

The habilitation thesis presents the scientific, didactic, and professional achievements of Dr. Carmen Acatrinei (née Pantea) obtained after being awarded the doctoral degree in Economic Sciences – Marketing field (2011, Bucharest University of Economic Studies), as well as future career development plans at the intersection of digital marketing, artificial intelligence (AI), and consumer behavior. The candidate's post-doctoral activity is characterized by thematic coherence, practical relevance, and measurable impact, materialized in *8 articles* published in ISI Web of Science indexed journals, coordination and participation in *research projects, sustained teaching activity, and significant managerial responsibilities.*

The candidate's ***scientific research***, starting in 2012 after defending the doctoral thesis entitled "*Online Marketing Tools used in Customer Relationship Management*," has developed in three main complementary directions. The *first direction* explores online marketing and artificial intelligence, investigating how emerging technologies transform communication strategies and consumer behavior. The coordination of the institutional project "*Study of the Impact of New AI Technologies on Social Media Promotion Strategies (AI in SMM)*" (2025) and recent publications consolidate the candidate's expertise in this emerging field with direct relevance to contemporary managerial practice. The *second direction* addresses sustainable consumption and circular economy, focusing on factors that influence consumers' adoption of responsible behaviors. Publications in ISI journals demonstrate original contributions to understanding consumer motivations for purchasing sustainable toys and evaluating the impact of educational programs on attitudes toward the circular economy. The *third direction* investigates organizational maturity and human capital, analyzing the competencies necessary for successfully navigating contemporary organizational transformations. Long-term academic collaborations have generated impactful publications in the Journal of Business Economics and Management examining the relationship between organizational maturity, authentic leadership, and innovative workplace behavior, as well as future studies on the positive social impact of career choices, in partnership with researchers from the United States of America.

As a future doctoral supervisor, the candidate intends to *coordinate doctoral research* with emphasis on artificial intelligence applications in online marketing and their impact on consumer behavior, adoption of sustainable technologies, digital transformation of

organizations, and development of competencies necessary for navigating technological changes. To this end, the coordinated doctoral theses will combine systematic synthesis of specialized literature with empirical research conducted through mixed methodologies, using both qualitative methods (case studies, interviews, content analysis, etc.) and quantitative methods (experimental studies, survey research, cross-sectional studies, etc.), applied sequentially or in parallel, depending on the research objectives and questions.

The impact of the candidate's research is reflected in ***bibliometric indicators*** (h-index 4 Web of Science, 10 Google Scholar, 4 Scopus, over 100 citations) and in international recognition through ***peer review activity*** for 15 indexed journals, participation as external evaluator for competitive funding calls at prestigious universities (Sapienza University of Rome). The *Best Paper Award ICESS 2025* received at the *International Conference on Economics and Social Sciences* validates the quality of the scientific contributions presented.

The candidate's teaching activity is characterized by constant integration of research results into the teaching process and close connection with the business environment. The accumulated experience in teaching the disciplines *Online advertising, Social media and mobile marketing, Direct marketing, and Online Customer Relationship Management* is complemented by the development of the manual "Online Advertising. Concepts and Best Practices" (ASE Publishing House, 2015) and coordination of the Online Marketing master's program. Sustained involvement in international activities includes over 10 years of collaboration within the Erasmus+ consortium on social entrepreneurship, research stages at prestigious institutions, and teaching mobilities.

The candidate's ***managerial responsibilities*** during 2020-2024 as Vice-Dean of the Faculty of Marketing included establishing and strategically coordinating 42 partnerships with the business environment, ensuring over 400 internship positions annually for students, and participating in developing the *Methodology regarding the conduct of internship activities*, approved by the ASE Senate. Long-term collaborations with representative companies and development of educational partnerships demonstrate the ability to build durable strategic relationships between the academic environment and industry. Participation in guidance committees for doctoral students completes the candidate's complex managerial profile.

The candidate's future development plans focus on five complementary directions. In the ***didactic domain***, the candidate intends to teach the disciplines *Artificial Intelligence in Marketing* and *Customer Relationship Management*, in addition to the disciplines already coordinated. ***Scientific research*** will continue at the intersection of marketing, emerging

technologies, and consumer behavior, as well as completing ongoing research and contributing to the *Encyclopedia of AI in Marketing* (Springer Nature). ***Collaboration with the business environment*** will include continuing the program in partnership with AAI and collaboration with CECCAR, maintaining long-term partnerships, and developing consultancy opportunities. The ***international dimension*** will be expanded through maintaining international collaborations (for research and involvement in Erasmus+ projects), exploring visiting professor opportunities, and publishing in upper quartile journals.

The habilitation thesis demonstrates the candidate's ability to develop original research with measurable impact, to integrate results into the teaching process, and to strategically contribute to developing relationships between the academic environment and industry, providing the solid foundation necessary for independent coordination of doctoral research.