Digital solutions for business, research, and productivity (from 11:00–17:30)

Project No. 2024-2-LV01-KA210-VET-000280127, **Improvement of vocational education programmes in management and administration by introducing and applying artificial intelligence, digital resource tools, and their alternatives in the learning process (***projekta "Erasmus+ Maza mēroga partnerības projekts Nr. 2024-2-LV01-KA210-VET-000280127 "Vadības un administrēšanas jomas profesionālo izglītības programmu pilnveide, ieviešot un pielietojot mākslīgā intelekta, digitālo resursu rīkus un to alternatīvas mācību procesā" ietvaros. ***Projekta Nr.: 2024-2-LV01-KA210-VET-000280127)***

Funded by the European Union. However, the views and opinions expressed are those of the author(s) only and do not necessarily reflect the views and opinions of the European Union or the State Education Development Agency (VIAA). Neither the European Union nor the granting authority (VIAA) can be held responsible for them (Finansē Eiropas Savienība. Tomēr paustie uzskati un viedokļi ir tikai autora(-u) uzskati un viedokļi un ne vienmēr atspoguļo Eiropas Savienības vai Valsts izglītības attīstības aģentūras (VIAA) uzskatus un viedokļus. Ne Eiropas Savienību, ne piešķīrēju iestādi (VIAA) nevar saukt pie atbildības par tiem)

Day personalities:

11:30–12:30
Vita Viese, *RixFlow*. Dokumentu vadības sistēma "Namejs": iespējas un risinājumi organizācijām.

Digitālo dokumentu pārvaldība, procesu efektivizācija un sistēmas Namejs iespējas organizāciju darbā.

Klātiene, Skolas iela 22, Rīga/ dublēšana Zoom: https://ej.uz/konference_15_05_2026_ak

12:30–13:30
Madara Kiršfelde, *Moneo*. Biznesa vadības sistēma: no grāmatvedības automatizācijas līdz ERP sistēmām.

ERP sistēmas un grāmatvedības automatizācijas iespējās biznesa procesos.

Zoom: https://ej.uz/konference_15_05_2026_ak/ video dublēšana klātienē Skolas iela 22, Rīga

13:30–14:30
Raivis Balodis, Delight. Zoho biznesa vadības ekosistēma

Biznesa vadības platforma kā vienota ekosistēma pretstatā savā starpā savienotiem autonomiem digitāliem rīkiem

Zoom: https://ej.uz/konference_15_05_2026_ak/ video dublēšana klātienē Skolas iela 22, Rīga

EFOS Līdzfinansē Eiropas Savienība Co-funded by the European Union

Project management in practice: Alberta College's experience in implementing the Erasmus+ KA210 project

Future digital skills requirements in the labor market

Project No. 2024-2-LV01-KA210-VET-000280127, **Improvement of professional education programs in the fields of management and administration by introducing and applying artificial intelligence, digital resource tools, and their alternatives in the learning process**

Sandra Tetere, Alberta College

Funded by the European Union. However, the views and opinions expressed are those of the author(s) only and do not necessarily reflect those of the European Union or the State Education Development Agency (VIAA). Neither the European Union nor the granting authority (VIAA) can be held responsible for them

ABOUT THE PROJECT

Erasmus+ KA210 project

No. 2024-2-LV01-KA210-VET-000280127

> “Improving vocational education programmes in management and administration by introducing and applying artificial intelligence, digital resource tools, and their alternatives in the learning process”

Project period

- 01.01.2025–30.06.2026
- Budget: 60,000 EUR

Partners

- Alberta College
- J. J. Strossmayer University of Osijek (Croatia)

CONTEXT

Why was this project necessary?

The labor market is changing rapidly

- AI and digital tools are becoming part of everyday work
- Employees must be able to work in multiple systems at once
- Theoretical knowledge alone is no longer enough

Main problem

There is a gap between:

- higher education content
- and labor market requirements

Integrate into educational processes:

- digital tools,
- international experience,
- AI solutions,
- practical competencies
  in management and administration study programs.

Main project activities

Within the project:

- Training for academic staff in Croatia
- Research development on digital skills
- Creation of new study courses
- Integration of AI and digital tools into the study process
- Organization of conferences
- Development of digital learning materials
- International cooperation and exchange of experience, public education



What are we most proud of?

New study courses developed:

3 ECTS

- Digital Literacy in the Age of AI *(Autumn semester of the 2026/2027 academic year, BIP)*
- Digital Literacy in the AI Era
- Digital and AI Tools in HR Processes

6 ECTS

- Digital and AI Tools in Financial and Administrative Process Management

Integrated topics:

Prompt engineering

Data analysis

AI ethics

Automation

Digital collaboration

Critical thinking

RESEARCH RESULTS

Results of the study "The Digital Skills Gap: Business Digital Tools and AI in Management and Administration Education"

Authors: Sandra Tetere, Ana Živković, Zane Griškoveca

Project No. 2024-2-LV01-KA210-VET-000280127

Funded by the European Union. However, the views and opinions expressed are those of the author(s) only and do not necessarily reflect those of the European Union or the State Education and Development Agency (VIAA). Neither the European Union nor the granting authority (VIAA) can be held responsible for them.



Relevance of Digital Transformation

Digital transformation is fundamentally reshaping the work environment — organizations are digitizing their processes and integrating artificial intelligence into everyday work. **Digital skills are becoming the foundation of employability across all sectors.**



Latvia

Focus on workflow digitization and AI tool integration. Adaptation is taking place, but it requires continuous skills development.

Croatia

Digital skills are the **minimum threshold for employability** across all sectors. Employers expect newly hired employees to already have basic digital competencies.

Problem: The Digital Skills Gap

There is a clear mismatch between higher education outcomes and labor market needs — graduates struggle to apply knowledge in real-world contexts. **The gap is not about what students *know*, but what they *can do*.**

Latvia

The gap is driven by rapid technological change and the slow adaptation of curricula. **Educational institutions find it difficult to keep pace with the evolution of digital tools in the professional environment.**

Croatia

The gap is closely linked to a lack of practical experience, rather than insufficient theoretical knowledge. **Students graduate with a strong conceptual understanding, but limited applied competence.**

The digital skills gap is primarily about application, not knowledge.

Research aim and questions

The study analyzes the **alignment between labor market demands and higher education**, focusing on the use of digital tools and AI in management and administration. The comparative analysis between Latvia and Croatia highlights common challenges and the importance of adaptation for graduate employability.

1

RQ1 — Relevant tools

Which digital tools and AI applications are most relevant in today's management and administration labor market?

2

RQ2 — Reflection in education

To what extent are **these tools and competencies reflected in higher education curricula** in Latvia and Croatia?

3

RQ3 — Nature of the gap

What is the nature and extent of the digital skills **gap**? Does it relate to tool knowledge, data interpretation, or critical application? **This is the central focus of the study.**

Methodology and Expert Panel

A mixed-methods approach is used, combining quantitative and qualitative data with expert discussions to ensure a comprehensive understanding of the digital skills gap.

📋 Quantitative and qualitative data

Structured surveys and job advertisement analysis to measure tool prevalence and skill requirements.

👥 Expert discussions

16 experts from different sectors — in-depth discussions about the everyday use of digital tools.

📄 Labor market requirements

Empirical analysis: **849 (HR) and 2454 (LV)** job advertisements — concrete evidence of employers' digital skill requirements.

The expert panel represents: administrative, financial, human resources, project management, marketing, logistics, and education sectors — ensuring a diverse organizational context.

Most Popular Tools: Latvia and Croatia

Job advertisement analysis and expert discussions reveal both common and different digital tools that employers require in Latvia and Croatia.

Latvia — Most Popular Tools

Tool	Mentions
MS Excel	799
MS Word	571
MS Outlook	507
CRM systems	283
ERP systems	279

Croatia — Most Popular Tools

Tool	Mentions
MS Excel	131
MS Word	63
CRM systems	54
PowerPoint	36
Data tools	20

⚠ Approximately **55% of Croatian job advertisements** do not require any digital skills — digital competence is taken for granted.

Projekts Nr. 2024-2-LV01-KA210-VET-000280127



Key Findings: Digital Environment and Tools in Practice

Finding #1: Digital Skills = Core Competence

Digital skills have become a core professional competence across all sectors — not a competitive advantage, but a **precondition for employment** in both Latvia and Croatia.

Finding #2: Complexity of the Digital Environment

Professionals work daily with **5 to 10 different systems** — company systems, communication tools, and data platforms that are often not fully integrated.

Finding #3: Tools in Practice

The most widely used categories are: **ERP systems** (SAP, Oracle), **HR and CRM systems**, **BI and data tools** (Excel), and **AI tools**. The main skill is not operating the tools, but **interpreting data**.

Projekts Nr. 2024-2-LV01-KA210-VET-000280127

Key findings: the gap and the education mismatch



Finding #4: Where the gap appears

The most significant gap is not related to tool proficiency, but to **higher-level cognitive competencies** — data analysis, critical thinking, and applying knowledge in real-world context.



Finding #5: Education–labor market mismatch

A persistent theory–practice gap: students receive insufficient exposure to real scenarios. In Croatia, **digital thinking** is considered more important than knowledge of specific tools.



Finding #6: Employer expectations

Employers expect independent performance in a digital environment. In Croatia, concerns center on **overreliance on AI without critical evaluation**. The priority is continuous learning and adaptation.

⚠ Employers expect readiness, but the gap lies in advanced skills, critical thinking, and continuous adaptation.

Recommendations: How to reduce the digital skills gap

1

Practice-oriented learning

Integrate real scenarios, case studies, and authentic datasets. In Latvia — multi-system environments; in Croatia — project work with real tools and decision-making under uncertainty.

2

Developing digital thinking

Focus on **critical thinking**, **data literacy**, and AI evaluation skills — not on learning specific tools. In Latvia, emphasize critical verification of AI outputs.

3

Simplified competency levels

Three-level structure: **Basic** (everyday tools, cybersecurity awareness), **Intermediate** (data analysis, AI workflows), **Advanced** (strategic decisions, GDPR, AI evaluation).

4

Level indicators in elective courses

Clearly defined competency levels in course descriptions help students choose appropriate courses, reduce mismatch, and improve learning outcomes. In Croatia — also include AI ethics and bias awareness.

Structural problem: professional standards lag behind the pace of technological development in both Latvia and Croatia, slowing the education system's response.

Projekts Nr. 2024-2-LV01-KA210-VET-000280127

Conclusions

> **“The gap is about thinking, not tools.”**

Latvia

- Main gaps: data analysis, multi-system work, AI tool application
- Priority — transferable competencies that work across different tools and roles

Croatia

- Key to employability: continuous learning and adaptation
- Strong digital thinking and critical evaluation of AI outputs
- Digital mindset is more important than knowledge of a specific tool

Critical thinking

Data interpretation

Adaptation

Problem solving

Projekts Nr. 2024-2-LV01-KA210-VET-000280127

Digitālo rīku lietojumā – arī modes tendences

No masveida automatizācijas uz jēgpilnu, cilvēka radītu vērtību

PIRMS 1–2 GADIEM

FABRIKA

Masveida, ātri, standartizēti



- Uzmanības fokuss uz ātrumu un efektivitāti
- AI ģenerēts saturs un dizains
- Vienādi šabloni un risinājumi
- Masveida produkcija
- Zema personalizācija un autentiskums

ŠODIEN

Piesātinājums un vērtību maiņa

- Informācijas pārpilnība
- Uzticības kritums pret AI radīto saturu
- Vērtība pāriet no formas uz saturu
- Pieaug pieprasījums pēc autentiskuma un jēgas

ŠODIEN UN NĀKOTNĒ

AMATNIEKS

Pārdomāti, autentiski, jēgpilni



- Uzmanības fokuss uz kvalitāti un nozīmi
- Cilvēka domāšana + AI kā palīgs
- Individuāls stils un pielāgots saturs
- Unikāls un autentiskss darbs
- Vērtība, kas veido uzticību un ietekmi

GALVENĀ ATZIŅA

AI rada pieejamību, bet cilvēks rada nozīmi.

Konkurētspēja veidojas nevis rīku lietošanā, bet spējā radīt pārdomātu, autentisku un vērtīgu saturu.

Projekts Nr. 2024-2-LV01-KA210-VET-000280127

Digital solutions for business, research, and productivity (from 11:00-17:30)

Project No. 2024-2-LV01-KA210-VET-0002801, **Improving professional education programs in management and administration by introducing and applying artificial intelligence, digital resource tools, and their alternatives in the learning process**

Funded by the European Union. However, the views and opinions expressed are those of the author(s) only and do not necessarily reflect the views and opinions of the European Union or the State Education Development Agency (VIAA). Neither the European Union nor the granting authority (VIAA) can be held responsible for them

Personalities of the day:

11:30–12:30
Vita Viese, *RixFlow*. Dokumentu vadības sistēma "Namejs": iespējas un risinājumi organizācijām.

Digitālo dokumentu pārvaldība, procesu efektivizācija un sistēmas Namejs iespējas organizāciju darbā.

Klātiene, Skolas iela 22, Rīga/ dublēšana Zoom: https://ej.uz/konference_15_05_2026_ak

12:30–13:30
Madara Kiršfelde, *Moneo*. Biznesa vadības sistēma: no grāmatvedības automatizācijas līdz ERP sistēmām.

ERP sistēmas un grāmatvedības automatizācijas iespējās biznesa procesos.

Zoom: https://ej.uz/konference_15_05_2026_ak/ video dublēšana klātienē Skolas iela 22, Rīga

13:30–14:30
Raivis Balodis, Delight. Zoho biznesa vadības ekosistēma

Biznesa vadības platforma kā vienota ekosistēma pretstatā savā starpā savienotiem autonomiem digitāliem rīkiem

Zoom: https://ej.uz/konference_15_05_2026_ak/ video dublēšana klātienē Skolas iela 22, Rīga