

INTERNATIONAL SCIENTIFIC CONFERENCE

Forest science for people and societal
challenges

The 90th "Marin Drăcea" INCDS Anniversary
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Book of Abstracts

| | |
|--|----|
| Session 1 Sustainable and adapted forest management to the socio-economic system -ORAL PRESENTATIONS -3rd of October 2023 | 9 |
| Managing forests for multiple purposes in a changing world and under contrasting pressures: can we take the challenge? | 9 |
| Evaluating Forest Management Regimes: Carbon, Biodiversity, and Economic Outcomes..... | 10 |
| Assessment of climate change impact on the management of a Protected Area | 11 |
| Pattern of natural dynamic of a sessile oak- European beech old-growth forest | 12 |
| Plant species diversity in relation to forest management. Study case of mixed broadleaf-conifer forests in the Southern Carpathians (Romania) | 13 |
| Sustainable Forest Operations and battery-powered chainsaws: a good solution for the next future? | 14 |
| Assessing the potential for carbon sequestration in various forest management approaches within the Piatra Craiului National Park | 15 |
| Exploring Non-Destructive Methods for Estimating Annual Carbon Sequestration in Mature Coniferous Stands: A Case Study Conducted in Experimental Sites of INCDS 'Marin Dracea' Forests | 16 |
| apitali ing on the vegetation conditions for the stands in the forestry fund of the Forestry ntity Str seni..... | 17 |
| Session 1 Sustainable and adapted forest management to the socio-economic system - ORAL PRESENTATIONS - 4th of October 2023 | 18 |
| The productivity of Norway spruce (<i>Picea abies</i> L.) stands installed using different planting schemes in the north of the Eastern Carpathians | 18 |
| Adaptation of Life cycle assessment for torrent control structures..... | 19 |
| Health state and behavior of pine stands on degraded lands in the Vrancea Subcarpathian site..... | 20 |
| Analyzing Carbon Sequestration Potential in Peri-Urban Deciduous Forests Under Different Land Use, Land Use Change and Forestry Management Approaches | 21 |
| Wood density and biomass allocation for European beech (<i>Fagus sylvatica</i> L.) in central Romanian forest | 22 |
| Virgin and quasi-virgin forests from Romania | 24 |
| Forest and ecology of communication: directors, actors and laypeople | 25 |
| Session 2 Climate change and air pollution effects on forest ecosystems status - ORAL PRESENTATIONS - 3rd of October 2023 | 26 |
| Strategic roadmap to assess forest vulnerability under air pollution and climate change | 26 |
| Detection of morphological and eco-physiological traits of woody species to improve the removal of air pollutants by urban forests | 27 |
| Air quality in European forests - nitrogen compounds trends in the ICP Forests level II network | 28 |
| Seasonal variation in particulate matter accumulation and element composition of tree species across urban-to-rural land uses..... | 29 |
| The results of 20 years of forest condition monitoring as a milestone for future improvement and harmonization | 30 |
| Changes in climate extremes over the forest types of Romania (1961-2050) | 31 |

| | |
|--|-----------|
| A climate lesson from oaks trees: an inter and intraspecific dendroclimatic approach in Eastern Europe | 32 |
| Ecosystem monitoring – considerations for atmosphere, plant level and soil measurements | 33 |
| Change in Norway spruce growth response to climate in Eastern Carpathians..... | 34 |
| Session 2 Climate change and air pollution effects on forest ecosystems status - ORAL PRESENTATIONS -4th of October 2023 | 35 |
| European beech in the Carpathian region: effects of industrial activity and local air pollution | 35 |
| Comparison of the Kjeldahl method and a combustion method for total nitrogen determination in needles in the Carpathian Mountains..... | 36 |
| Biogeographical and altitudinal patterns of tree growth sensitivity to climate in Romanian Scots pine forests | 37 |
| The effect of smoke and the heat of complex wildfire in Sertã in the synoptic system..... | 38 |
| The Relationship Between Stem Dehydration, Tree Growth, and Climate Indices | 39 |
| Levels of Na/Cl ratio in bulk precipitation and throughfall in Romania | 41 |
| Forests response to the impact of climate change what about the role of active silviculture?..... | 42 |
| Session 3 Forest protection, conservation and enhancement of biodiversity, functions, and socio-economic services provided by forests - ORAL PRESENTATIONS -3rd of October 2023 | 43 |
| Biodiversity conservation in temperate forests: experiences from South America..... | 43 |
| Classifications based on functionality improve estimates of monitoring in forests of Tierra del Fuego, Argentina..... | 44 |
| Conservation in situ and ex situ of plant diversity in the forests of the Republic of Moldova..... | 45 |
| Impact of active coppice management on microclimate and understory vegetation in a Mediterranean oak forest | 47 |
| Understory variation and the influence of biotic and abiotic environmental factors in Nothofagus antarctica forests of Tierra del Fuego (Argentina)..... | 48 |
| Influence of the stress factor under the conditions of climate changes on weakening of trees and appearance of pathogenic and epiphytic fungi in natural beech stands | 49 |
| Vegetation diversity in Romanian ICP-Forests Level II plots..... | 50 |
| The role of traditional ecological knowledge practices in conservation of Divjakë-Karavasta National Park Forest ecosystem | 51 |
| Forest species growth and crown architecture in a newly established silvopastoral system | 52 |
| Session 3 Forest protection, conservation and enhancement of biodiversity, functions, and socio-economic services provided by forests - ORAL PRESENTATIONS -4th of October 2023..... | 53 |
| Virulence of pathogens present in forest crops in current climate conditions | 53 |
| Diversity of ground beetles in poplar short-rotation coppices and nearby habitats in northeastern Romania | 55 |

| | |
|---|-----------|
| Assessing the potential distribution of the invasive species oak lace bug in Europe: a species distribution modelling approach | 56 |
| Diversity of coleopteran species in different forest development stages..... | 58 |
| Plants alpha-diversity in Romanian forest monitoring systems | 59 |
| Session 4 Improving and preserving the genetic diversity of forests - ORAL PRESENTATIONS -3rd of October 2023..... | 61 |
| Adaptation of forest trees to changing environmental conditions | 61 |
| End2End flow: an applicable solution to lift genetic monitoring programmes implementation | 62 |
| Use of DNA analyzes for verifying and identifying the origin of Forest Reproductive Material..... | 63 |
| Phenotypic variability and plasticity of European beech (<i>Fagus sylvatica</i>) provenances tested in Romania | 64 |
| Preliminary assessment of genetic gain through the selection of provenances of Douglas fir (<i>Pseudotsuga menziesii</i> Mirb. Franco) in the provenance test in Bosnia and Herzegovina..... | 65 |
| Multi-trait provenances and progeny variation in European beech (<i>Fagus sylvatica</i> L.) trials in the north-eastern part of Romania | 66 |
| Genetic variation and inheritance of the quantitative traits in <i>Quercus frainetto</i> progeny trials in Romania | 67 |
| Selection of Norway spruce (<i>Picea abies</i>) provenances from Romanian provenance trials based on multi-trait and stability..... | 68 |
| Implications of phylogeographic studies in the conservation of Forest Genetic Resources in Romania, Bulgaria, and the Republic Of Moldova..... | 69 |
| Session 4 Improving and preserving the genetic diversity of forests - ORAL PRESENTATIONS - 4th of October 2023..... | 70 |
| Towards advanced-generation seed orchards of European silver fir in Romania | 70 |
| Spring and autumn phenology monitoring in European beech (<i>Fagus sylvatica</i>) in the Carpathian Mountains using UAVs images and Copernicus biophysical parameters..... | 71 |
| Genetic tolerance to forest invasive fungi..... | 72 |
| Session 5 Wildlife conservation and management - ORAL PRESENTATIONS - 3rd of October 2023 | 73 |
| Ungulate management and forestry - ecological and economic aspects..... | 73 |
| The impact of the extreme conservation measures of the brown bear population in Romania in the evolution of human-bear conflicts in the period 2015-2022 | 74 |
| Non-invasive samples and approaches in challenging conditions of large populations: a case study of brown bears (<i>Ursus arctos</i>) in Romania..... | 75 |
| Perspectives for Human-Wildlife Incidents and Accidents in Romania..... | 76 |
| Educating wildlife: intelligent solutions for animal-vehicle collisions mitigation..... | 77 |
| History of photo trap camera as a survey tool for wildlife | 78 |

| | |
|--|-----------|
| The brown bear (<i>Ursus arctos</i>) damage compensation process and stakeholders' analysis in Romania | 79 |
| Habitats analysis in the Letea and Caraorman fields, with a view to repopulation with red deer (<i>Cervus elaphus</i> L.) and fallow deer (<i>Dama dama</i> L.)..... | 80 |
| Habitat suitability and potential range expansion for Eurasian beavers <i>Castor fiber</i> in Europe | 81 |
| Session 5 Wildlife conservation and management - ORAL PRESENTATIONS - 4th of October 2023 | 82 |
| The characteristics of the habitats associated with the riparian zone in the upper and middle basin of the Olt River and their role in ensuring the connectivity of mammal species | 82 |
| The effects of riparian deforestation on riparian predatory arthropods - a case study in the catchment of the Argeș river | 83 |
| The community structure of the millipedes from the forest sites located in the riparian areas of the Argeș river..... | 84 |
| The permeability of the upper and middle basin of the Olt River, a factor that can limit the movement of animals and its role in maintaining connectivity | 85 |
| Session 6 Policy, science, and practice together in the field of forest on pan-European scale - ORAL PRESENTATIONS - 3rd of October 2023 | 86 |
| Back to the future: 20 years of forest research and innovation - today and tomorrow!..... | 86 |
| Key scientific topics in the New EU Forest Strategy for 2030: A bibliometric network analysis | 87 |
| Guiding principles for Romanian Forest Strategy: stakeholders perceptions | 88 |
| The new European Union Deforestation Regulation: A new approach to deforestation-free products | 89 |
| Spatial monitoring of land use changes for effective Climate Policy Strategies: a case study of Romania's LULUCF sector..... | 90 |
| Biomass In Romania for Energy and Decarbonisation: The Largest RES Available, The Least RES Used | 91 |
| Vision 2030: 10 Targets for the forest - Wood Sector | 92 |
| Research needs to underpin the science-policy interface related to the implementation of EU Forest Strategy: The Romanian perspective..... | 93 |
| How traditional intrapreneurial concept can govern state-owned forest enterprise management decision toward business improvement based on forest products and services | 94 |
| An in-depth analysis of state forest administration and its management tasks in Romania | 95 |
| Session 7 Impacts of multiple factors on forest ecosystems: risk assessment, modelling and detection methods - ORAL PRESENTATION - 3rd of October 2023 . | 96 |
| Remote sensing as a tool for forest monitoring and management..... | 96 |
| Exploring non-linearity in Norway Spruce dendroclimatic models in Eastern Carpathians (Romania)..... | 97 |
| Tree height, crown and slenderness ratio mixed-effects seemingly unrelated models for the Transylvanian region | 98 |
| Spatial Root Distribution: A Meta-Analysis..... | 99 |
| Deriving annual forest biophysical variables by combining Airborne Laser scanning with active and passive satellite sensors..... | 100 |

| | |
|---|------------|
| The use of biophysical indices, derived from Sentinel 2 satellite images, to assess defoliating insect damage..... | 101 |
| Predicting tree crown width of individual trees in the Western Southern Carpathians using terrestrial laser scanning and Random Forest algorithm..... | 102 |
| Tracking historical land cover changes in the Peruvian Amazon using Landsat, Sentinel-1 and temporal segmentation | 103 |
| Urban trees detection using very high-resolution satellite imagery - smart solution for municipal green cadaster | 104 |
| Session 7 Impacts of multiple factors on forest ecosystems: risk assessment, modelling and detection methods - ORAL PRESENTATION - 4th of October 2023 | 105 |
| Exploring the correlation between Above-Ground Biomass and Multispectral Sensor Data Collected from UAVs in mature Sessile Oak Forest Stands..... | 105 |
| The Spanish atlas of forest disturbance..... | 107 |
| No evidence that coring affects tree growth or mortality in three common European temperate forest tree species | 108 |
| Modeling and prediction of forest soil properties in the Czech Republic as a basis for sustainable forest management | 109 |
| UAV applications to assess short-term dynamics of slow-moving landslides under dense forest cover..... | 110 |
| Phenological Stages Assessment Using Terrestrial Laser Scanning: Analyzing Point Density And Reflectance Intensity..... | 111 |
| Shifting vegetation phenology in Protected Areas: A Response to Climate Change..... | 112 |
| Session 1 Sustainable and adapted forest management to the socio-economic system - POSTER PRESENTATION - 4th of October 2023 | 113 |
| Diversity of spatial structure and structural indices in mixed Norway spruce (<i>Picea abies</i> L.) silver fir (<i>Abies alba</i> Mill.) and beech (<i>Fagus sylvatica</i> L.) stands from the north of the Eastern Carpathians | 113 |
| Managing natural regenerations after clear-cuts in hybrid poplar (<i>Populus x canadensis</i>) plantations in the Lower Danube | 114 |
| Soil damage and its tolerability thresholds after timber harvesting – a case study from southwest Romania..... | 115 |
| Short-term effect of silvicultural interventions on stand traits, soil microenvironmental conditions and ground vegetation diversity in a former virgin mixed forest..... | 116 |
| The introduction of forest species within an agricultural farm and its transformation into an agroforestry system – case study..... | 117 |
| Contributions to the knowledge of downy oak forests in the territory of the Republic of Moldova..... | 118 |
| Index for degree of restored riparian forest habitat | 119 |
| Some aspects regarding the main indicators for characteri ation of forest ecosystems in the rg u ountains area..... | 119 |
| Production of grand fir provenances in the Czech Republic..... | 120 |
| Session 2 Climate change and air pollution effects on forest ecosystems status - POSTER PRESENTATION - 4th of October 2023 | 121 |
| Management goals for mixed beech-coniferous stands from high-productivity sites in Romanian Carpathians | 121 |
| The impact of meteorological factors on forest berry yields in Latvia | 122 |

| | |
|--|------------|
| Unmanned aerial vehicle technology (UAV) – an alternative for tree foliage sampling | 123 |
| Detecting the vitality of pedunculate oak (<i>Quercus robur</i> L.) trees: defoliation, nutritional status and indicators of oxidative stress..... | 124 |
| Dendroclimatic models for the common oak (<i>Quercus robur</i>) and the grayish oak (<i>Quercus pedunculiflora</i>) in the forest-steppe area of southeastern Romania | 125 |
| The monthly surface runoff evolution under climate and land use change in small forested watershed..... | 126 |
| Aspects of the oak decline phenomenon within the Sf. Maria- Oradea Forest District, reported to the local climatic and pedological conditions..... | 127 |
| How will the pine forest ecosystems from Banat Mountains adapt to the new climate conditions in the next 80 years?..... | 128 |
| Session 3 Forest protection, conservation and enhancement of biodiversity, functions, and socio-economic services provided by forests - POSTER PRESENTATION - 4th of October 2023..... | 129 |
| Occurrence of invasive alien plant species in ICP LEVEL I plots in Romania..... | 129 |
| An additional risk factor for overpopulation with <i>Agrilus suvorovi populneus</i> (Obenberger, 1935) in Euramerican poplar cultures - A case study | 130 |
| Identifying and valuating main ecosystem services provided by forests in r di tea uncelului – Cioclovina Natural Park | 131 |
| Ash dieback evolution in two representative sites of Romania | 132 |
| Phoretic mites of <i>Ips typographus innaeus</i> 17 8 <i>Coleoptera Scolytinae</i> in the ra ov ounty a -year case study | 133 |
| Susceptibility of ornamental upressaceae ta a ithin the I DS tef ne ti nursery to the attac of amprodila festiva innaeus, 1767) (<i>Coleoptera, Buprestidae</i>)..... | 134 |
| The need to carry out the tending operations of forest vegetation from forest shelterbelts and from other agroforestry systems..... | 135 |
| he influence of dead ood on the diversity of ground eetles in the inca ld-Growth Forest..... | 136 |
| Contribution of the "Alexandru Ciubotaru" National Botanical Garden (Institute) to scientific argumentation and the promotion of forest fund management. | 137 |
| The use of pheromone traps in incipient sources of <i>Lymantria dispar</i> . Case study - Socodor Forest (Pannonian Field, Romania) | 138 |
| Establishing the effectiveness of the treatments for powdery mildew in the Mihai Viteazu Nursery | 139 |
| Biological control of <i>Lymantria dispar</i> (<i>Lepidoptera: Erebidae</i>) populations with entomopathogenic fungus <i>Entomophaga maimaiga</i> (ntomophtorales: ntomophtoraceae) in Romania..... | 140 |
| Dynamics of Chemical Traits of Downed Dead Wood in a Temperate Old-Growth Forest..... | 141 |
| Soil biodiversity responses to simulated natural and anthropogenic disturbances in European oak forests: organism size matters to estimate disturbance impacts on soil biodiversity and associated ecosystem services..... | 142 |
| Forest Ecosystem Services: Potential of Spruce Forests for Human Health Improvement..... | 144 |
| The impact of defoliation caused by <i>Stereonychus fraxini</i> (De Geer, 1775) beetles on the radial growths in forest ash stands in the east of country | 145 |

| | |
|---|------------|
| Contributions on the elaboration of the Romanian National Catalogue of Virgin and Quasi-virgin Forests | 146 |
| Methodological aspects regarding the inventory, mapping and evaluation of conservation status of the Natura 2000 forest habitats from Cheile Nerei – eu ni a National Park..... | 147 |
| The Arboretum from Ighitești - a rich collection of monumental trees | 148 |
| Session 4 Improving and preserving the genetic diversity of forests - POSTER PRESENTATION - 4th of October 2023 | 149 |
| Towards measures aimed at mitigating the consequences of climate change in the Czech Republic in spruce forest stands of mountain forests | 149 |
| Variability of pedunculate oak (<i>Quercus robur</i> L.) in a common garden experiment in Eastern Romania..... | 150 |
| Session 5 Wildlife conservation and management - POSTER PRESENTATION - 4th of October 2023..... | 151 |
| Effect of ozone exposure on fruit consumption by the Eurasian magpie <i>Pica pica</i> in a suburban environment..... | 151 |
| Survival of Eurasian beavers in limiting habitat conditions | 152 |
| Building up a harmonized approach for brown bear genetic monitoring: facets of non-invasive sampling | 153 |
| Measurable parameters study from the perspective of 2 evaluation methodologies on red deer (<i>Cervus elaphus</i> L.) trophies from Romania | 154 |
| A framework for bridging genetic studies outputs and practicality | 155 |
| Session 7 Impacts of multiple factors on forest ecosystems: risk assessment, modelling and detection methods - POSTER PRESENTATION - 4th of October 2023 | 156 |
| The use of hydraulic modeling to assess the impact of land use on flood dynamics..... | 156 |
| Patterns of forest species associations: a case study in a sapling community | 157 |
| The evolution trend of stands on degraded lands in the forest-steppe site, in the context of climate change | 158 |
| Prediction of above-ground, below-ground, stem, branch and stump-root biomass using ALS data and machine learning algorithm | 159 |
| The analysis of limiting pedological factors for the installation of forestry vegetation and pedo-ameliorative measures for polluted lands from pheasant farms | 160 |
| The status index gradient variation of the transversal hydrotechnical structures from one torrential event perspective..... | 161 |
| Preservation of oak stands in the Republic of Croatia with an emphasis on biotic harmful factors, a Green Tax funded project..... | 162 |
| The specificity of some wood physical properties in tending forestry work carried out in Norway spruce stands..... | 163 |
| Types of hydrotechnical works and methods of their arrangement in order to reduce torrentiality in small hydrographic basins in the Vrancea Subcarpathian area | 164 |
| Use of RGB and multispectral UAV system for the assessment of <i>Lymantria dispar</i> defoliation (a case study)..... | 165 |

| | |
|--|---------------------|
| Enhancing forestry practices by leveraging Sentinel-2 satellite imagery for windfall detection | 166 |
| A Study on the Development of an UAV as a Solution to Fight Illegal Deforestation | 167 |
| Agro-ecological management strategies to improve climate change mitigation in organic fruit orchard in Italy | 168 |
| Author Inde | 169 |

How traditional intrapreneurial concept can govern state-owned forest enterprise management decision toward business improvement based on forest products and services

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Abstract

The intrapreneurial concept (also known as intracorporate entrepreneurship, intrapreneurship, and corporate entrepreneurship) is a traditional perspective of forestry based on a commitment to public goods, nature and the environment, and disagreement with the concentration of wealth and power. It can be traced back to the late 19th century through Pincho's sketch as the foundation of forestry practice and forest policy. The intrapreneurial concept implies the principles of a conservation ethic, which is: "the art of producing from the forest whatever it can yield for the service of man". This concept advocates not only conservation but also the provision of public goods to society as a whole. This research aims to analyze the role of intrapreneurial concept in state-owned forest enterprises and its influence on managers' decisions on business improvement, based on forest products and services. The main research question was what conditions must be present for business improvement in state-owned forest enterprises. We used survey to collect attitudes of managers and employees from 4 state-owned forest enterprises in Serbia. The questionnaire was a combination of a research instrument for measuring intrapreneurship in large enterprises and an instrument for measuring entrepreneurship in forestry enterprises. It showed acceptable reliability. Our conceptual framework consists of following variables: demographic characteristics of employees, need for professional training, influence of business environment, flow of information, managerial support, working autonomy, reward system, working time availability and attitudes toward forest products and services. The results were used to create a model of how selected variables affect opportunities to improve business based on forest products and services. Model shows how state-owned forest enterprise managers need to decide which forest products and services are important for business improvement. Based on the team members demographic characteristics, younger employee expressed attitudes that tourism and recreational services, hunting and fishing together with non-wood forest products are potentially beneficial to the enterprise. Women have attitudes that extension service in private forests is potentially beneficial to the enterprise, as opposed to men. The model also shows specific interactions between organizational elements (variables). Management support is positively correlated with the reward system, information flow, and working autonomy, while it is negatively correlated with employees' need for professional training. The reward system and flow of information are negatively correlated, similar to influence from business environment and working time availability. We can conclude that there are modalities between organizational elements and demographic characteristics of employees that affect the possibility for business improvement based on forest products and services. These modalities are specific for state-owned forest enterprises where employees need to fulfill public needs in which some products and services are offered for free.

Keywords

Entrepreneurship; intrapreneurship; business; forest products and services; state-owned forest enterprises; Pincho.