

CV

Prof. Dr. Arnis Sauka

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Date of birth: 22 January, 1978.

Postal address (office): Strelnieku street 4a, LV-1010, Riga, Latvia

EDUCATION

2005. - 2008.



Dr. rer. pol. (Business administration)
University of Siegen, Germany.

<http://www.uni-siegen.de/dept/fb05/dekanat/english>

Supervisor: Prof. Friederike Welter, title of the thesis: Productive, Unproductive and Destructive Entrepreneurship: a Theoretical and Empirical Exploration.

Grade: Magna cum laude.

04.2006. - 06.2006.; 2004. - 2005.



Visiting PhD candidate

Jönköping International Business School, Faculty of Entrepreneurship, Marketing & Management, Jönköping, Sweden.

www.ihh.hj.se

2003. - 2004.



Visiting PhD candidate

The School of Slavonic and East European Studies/ University College London, Faculty of Social Sciences, London, United Kingdom.

www.ssees.ucl.ac.uk

2000. - 2002.



Master of Science in Business Administration

University of Latvia

www.lu.lv

Title of Thesis: Management of logistics in big industrial companies in Latvia: Impact on employees' motivation.

1996. – 2000.



Higher Professional Education in Business Administration

Vidzeme University of Applied Sciences, Valmiera, Latvia

www.va.lv

Title of Thesis: Impact of the motivational factors on the work satisfaction of employees.

WORK EXPERIENCE

Since 2005.



Professor (since 2019), Head of the Centre for Sustainable Business (since 2014).

Previously: assistant professor, associate professor. Part time 2011-2013.

Stockholm School of Economics in Riga

<https://www.sseriga.edu/sauka-arnis>

Since 03.2022.



Chairman of the Council

Vidzeme University of Applied Sciences

www.va.lv

Since 2020.



Host of the talk show MONEY TALKS, featuring discussions and interviews with the most erudite Latvian economists, politicians, entrepreneurs and representatives of non-governmental organizations.

Tvnet.lv portal and TV channel ReTV

<https://www.tvnet.lv/term/645000/nauda-runa>

<https://www.retv.lv/raidijums/nauda-runa>

Since 2020: founding member of IfM Research Fellow Network (Bonn, Germany).

<https://www.ifm-bonn.org/en/research/ifm-research-fellow-network/prof-arnis-sauka>

Since 2018: research associate, project manager. Baltic International Centre for Economic Policy Studies (BICEPS). www.sseriga.edu

2011.-2013.



Vice Rector (Studies/ Research), Associate professor at Ventspils University College.

www.venta.lv

Director of BSc programme "Business Management"

Courses: business management (MBA), Research methods (BSc), Entrepreneurship (BSc), Value added Entrepreneurship (BSc).

2008.



Senior Consultant.

PriceWaterhouseCoopers (www.pwc.lv).

2001. - 2003.



Products manager.

"Lord's&Co", JSC. Riga, Latvia (www.lords.lv).

Main duties: Marketing (development and introduction of new products), supplies (work with international suppliers from world-wide), the Government orders (military and safety equipment), quality management (certification/ certificates of products according international standards).

2000. - 2001.

Sales manager.

“EuroMet”, Ltd. Riga, Latvia.

Main duties: Promotion of products in the Latvia market, work with international suppliers.

1996. - 2000.



Expert (part time).

The Latvian Chamber of Commerce and Industry, Valmiera branch. Valmiera, Latvia (www.chamber.lv).

Main duties: Consultation on international trade issues, promotion activities (including management of different surveys for the Chamber's member companies), organisation of and participation in seminars, exhibitions, trade missions, business meetings and projects in Latvia and abroad.

1994. –1996.

Co- owner, director.

Student company Café “Pārticītis”, Ltd. Limbazi, Latvia.

Under supervision of the “Junior Achievement in Latvia” program.

MAIN RESEARCH INTERESTS

Shadow economy and tax morale; strategic management, productive and unproductive entrepreneurship; business growth, bankruptcy and insolvency; social contribution and competitiveness of SMEs; small and medium size enterprise (SME) performance, growth and strategies; entrepreneurship policy making.

PUBLICATIONS

Peer reviewed journals

De Massis, A., A. Sauka, U. Stephan, Welter, F. (2022), Von einer Krise zur nächsten? Familienunternehmen im 21. Jahrhundert. *Perspektiven der Wirtschaftspolitik* 2022; 23(4): 1–3. <https://www.degruyter.com/document/doi/10.1515/pwp-2022-0041/html>
Indeksēts SCOPUS, EBSCO, JournalGuide, EconLit.... CiteScore 0.7 (2022), SNIP. 0.731, SJR: 0.731.

Polese, A., G.M. Moise, T. Tokyzhanova, T. Aguzzi, T. Kerikmae, A. Sagynbaeva, A. Sauka and O. Seliverstova (2022). Informality versus shadow economy: reflecting on the first results of a manager's survey in Kyrgyzstan. *Central Asian Survey*. DOI 10.1080/02634937.2022.2093328.

Polese, A., G.M. Moise, O. Lysa, T. Kerikmae, A. Sauka and O. Seliverstova (2022). Presenting the Results of the Shadow Economy Survey in Ukraine while Reflecting on the Future(s) of Informality Studies. *Journal of Contemporary Central and Eastern Europe*. DOI 10.1080/25739638.2022.2044585

Putnins, T. and A. Sauka (2020). Why Does Entrepreneurial Orientation Affect Company Performance? *Strategic Entrepreneurship Journal.*, 14 (4), 711-735.

Mickiewicz, T., A. Rebmann and A. Sauka (2019), To Pay or not to Pay? Business Owners' Tax Morale: Testing a Neo- Institutional Framework in a Transition Environment. *Journal of Business Ethics*, 157(1), 75-93.

Mačtama A. and A. Sauka (2019) Developing Local Entrepreneurship Ecosystems by Foreign Investment. *Foresight and STI Governance*, 13: 4, 35-46.

Mickiewicz, T., A. Sauka and U. Stephan (2016), On the Compatibility of Benevolence and Self-Interest: Philanthropy and Entrepreneurial Orientation. *International Small Business Journal*, 34(3), 303-328.

Putnins, T. and A. Sauka (2015), Measuring the Shadow Economy Using Company Managers. *Journal of Comparative Economics*, 43 (2015), 471-490.

Sauka, A. (2014), Measuring the Competitiveness of Latvian Companies. *Baltic Journal of Economics*, 14:1-2, 140-158.

Sauka, A. and F. Welter (2014), Determinants of Business Insolvencies During Economic Growth and Recession in Latvia. *Journal of Baltic Studies*, 45:3.

Sauka, A. (2012) Petter Gottschalk, Entrepreneurship and Organised Crime. Entrepreneurs in Illegal Business. *International Small Business Journal*, 30:99. (book review)

Putnins, T. and A. Sauka (2011) Size and Determinants of Shadow Economies in the Baltic States. *Baltic Journal of Economics*, 11(2), 5-25.

Aidis, R. T. Mickiewicz and A. Sauka (2011) Small- and Medium-Sized Businesses' Growth Expectations and Financial Performance in Latvia: Does Ethnicity Matter? *Journal of Baltic Studies*, 42:3.

Books

Mets, T., A. Sauka and D. Purg (2018) (Eds). Entrepreneurship in Central and Eastern Europe. Development through Internationalisation. Routledge.

Sauka, A. and A. Chepurenko (2017) (Eds.), *Entrepreneurship in Transition Economies. Diversity, Trends, and Perspectives*. Springer.

Sauka, A., F. Schneider and C. Williams (2016) (Eds.), *Entrepreneurship and the Shadow Economy*. Edward Elgar.

Smallbone, D., M. Virtanen and A. Sauka (2016) (Eds.), *Entrepreneurship: Innovation and Regional Development*. Edward Elgar.

Sauka, A. (2016) *Factors Influencing Shadow Economy in Construction Industry in Latvia. Viewpoints of Entrepreneurs and Experts*. SSE Riga and BASE: Riga, Latvia. (in Latvian)

Sauka, A. and B. Rivža (Eds.) (2014) *Challenges of Economy and Entrepreneurship in Latvia*. Ventspils, Ventspils Augstskola. (in Latvian)

Sauka, A. (2013) *Case Studies of Latvian Entrepreneurs: for Lecturers, Scientists and Practitioners*. Latvia: SSE Riga. (in Latvian)

Sauka, A., et. al. (2011) *Guide for New Entrepreneurs*. Riga, Latvia: SSE Riga. (in Latvian)

Sauka, A. (2008), *Productive, Unproductive and Destructive Entrepreneurship: A Theoretical and Empirical Exploration*. Frankfurt am Main: Peter Lang GmbH.

Baltrušaitytė-Axelson, J., A. Sauka, and F. Welter (2008), *Nascent Entrepreneurship in Latvia*. Riga, Latvia: SSE Riga.

Chapters in books

Davidescu, M., T. Putnins and A. Sauka (2022) Uncovering the main characteristics of shadow economies in Romania and Moldova for strengthening the labour market resilience. In Leitao, J. and Ratten, V. (Eds.) *Strategic Innovation: Research Perspectives on Entrepreneurship and Resilience*. Springer.

Putnins, T., A. Sauka and M. Davidescu (2019) Shadow Economy Index for Moldova and Romania. In Ratten, V., Jones, P., Braga, V., Marques, C. (Eds.). *Subsistence Entrepreneurship. The Interplay of Collaborative Innovation, Sustainability and Social Goals*. Springer.

Sauka, A. (2018) Internationalization of Laima in Asia, Russia and US markets. In Mets, T., A. Sauka and D. Purg (Eds.), *Internationalization Pathways of Companies from Central and Eastern Europe*. Routledge.

Putnins, T. and A. Sauka (2016) The components and determinants of the shadow economy: Evidence from the Baltic countries. In Sauka, A. F. Schneider and C. Williams (Eds) *Entrepreneurship and the Shadow Economy*. Edward Elgar.

Sauka, A. and L. Auza (2015) Internationalisation Strategies of Latvia Entrepreneurs: Cases of Stenders, Munio Candela, Trousers London and Primekss. In Farihna, L., J. Fereirra, H. Birkbeck and S. Bagchi- Sen (Eds) *Handbook of Research on Global Competitive Advantage through Innovation and Entrepreneurship*. IGI Global.

Sauka, A. and F. Welter (2014) Furnitura Ltd. In J. Hayton, C. Salvato and M. Manimala (Eds.) *Global Entrepreneurship. Case Studies of Entrepreneurial Firms Operation Around the World*. Routledge.

Sauka, A. and F. Welter (2014) From the advanced transition environment to the international markets: key opportunities and challenges for Madara Cosmetics. In Thai, M. and E. Turkina (Eds) *Internationalization of Firms from Economies of Transition: The Effects of Politico-economic Swift*. Edward Elgar.

Sauka, A. (2013) Hidden Champions from Latvia, in McKiernan, P. and D. Purg (Eds.) 'Hidden Champions in CEE and Turkey- Carving out global niche'. Springer.

Sauka, A. and F. Welter (2012) Born Green and Global: the Case of MADARA Cosmetics, in D. Kariv, *Female Entrepreneurship and New Venture Creation. An International Overview*. New York/ London: Routledge.

Sauka, A., A. Timofejevs and R. Moore (2011) EWaiter, In S. Kraus (Ed.) *Entrepreneurship Fallstudien. Unternehmensgründung, Intrapreneurship und Innovationsmanagement*. Verlag/Wien: Springer.

Sauka, A. and F. Welter (2011) Mentalities and Mindsets - The Difficulties of Entrepreneurship Policies in the Latvian Context. In F. Welter and D. Smallbone (Eds.), *Handbook of Research on Entrepreneurship Policies in Central and Eastern Europe*. Cheltenham: Edward Elgar.

Dainov, E. and A. Sauka (2010) Managers and Entrepreneurs in Creative and Knowledge-Intensive Industries: What Determines Their Location? Toulouse, Helsinki, Budapest, Riga and Sofia. In S. Musterd and A. Murie (Eds.) *Making Competitive Cities*. Wiley: Blackwell.

Sauka, A. and F. Welter (2008) Taking advantage of transition: the case of Safety Ltd. in Latvia, in Aidis, R.; Welter, F. (Eds.), *The cutting edge: innovation and entrepreneurship in new Europe*, Cheltenham: Edward Elgar.

Sauka, A. and F. Welter (2007) Productive, Unproductive and Destructive Entrepreneurship in an Advanced Transition Setting: The Example of Latvian Small Enterprises, in Michael Dowling and Jurgen Schmude (Eds.), *Empirical Entrepreneurship in Europe*, Cheltenham, Edward Elgar.

Applied research: Reports/Research Series

OECD, European Commission reports

Williams, C., Sauka, A. and Plasschaert, I. (2023). Developing methodology and key performance indicators (KPIs) measuring the effectiveness of labour inspectorates. European Platform Tackling Undeclared Work, European Labour Authority.

Sauka, A. (2020). Inclusive Entrepreneurship Policies, Country Assessment Notes. Latvia. OECD:Paris.

<https://www.oecd.org/cfe/smes/Latvia-IE-2020.pdf>

Sauka, A. (2019). Developing skills and knowledge for the unemployed to start innovative businesses: state of play and potential developments.

Peer Review on "Entrepreneurship training for the unemployed: the Austrian Entrepreneurship Lab example". Peer Country Comments Paper – Latvia. European Commission.

<https://ec.europa.eu/social/main.jsp?langId=en&catId=1070&furtherNews=yes&newsId=9429>

Sauka, A. (2019). Waiting for the New Law on Whistleblowers to be Enforced and Open to Learn from the Best Practices. Peer Review on "Enhancing whistleblower protection through better collaboration between responsible authorities – a tool to prevent and tackle work-related crime". Peer Country Comments Paper – Latvia. European Commission.

https://ec.europa.eu/social/main.jsp?langId=en&catId=1070&furtherNews=yes&newsId=9276&fbclid=IwAR2vGo6hP-vRgYD40sD2ZC7PWBD_6kolH1MSy6-WDHllxc2othEKiq6TwgA

Sauka, A. (2018) Inclusive Entrepreneurship in Latvia. OECD Policy Assessment Note 2018, OECD: Paris.

<http://www.oecd.org/cfe/smes/LATVIA-IE-Country-Note-2018.pdf>

Sauka, A. (2017) Inclusive Entrepreneurship in Latvia. OECD Policy Assessment Note 2017, OECD: Paris.

<http://www.oecd.org/industry/smes/LATVIA-country-note-2017.pdf>

Putnins, T. and A. Sauka (2016), Shadow Economy Determinants and Impact Assessment in Latvia, Lithuania and Estonia, OECD Publishing, Paris.

Sauka, A (2016) Measure for Commencing Commercial Activity or Self Employment, Latvia. In Jonathan Potter and David Halabisky (Eds.) (2016) Inclusive Business Creation. Good Practice Compendium, p. 127. OECD: Paris.

ec.europa.eu/social/BlobServlet?docId=15770&langId=ne

Sauka, A. and D. Halabisky (2015) Entrepreneurship Support for the Unemployed in Latvia.

Rapid policy assessments of inclusive entrepreneurship policies and programmes. OECD Report: Paris. <https://www.oecd.org/latvia/Rapid-Policy-Assesment-Latvia.pdf>

Sauka, A. (2013) Restructuring in SMEs: Latvia. European Foundation for improvement of working and living conditions, Eurofound: Dublin.

<https://www.eurofound.eu>

Selected industry reports

Putnins, T. and A. Sauka (2022, 2021, 2020, 2019, 2018, 2017, 2016, 2015, 2014, 2013, 2012, 2011). Shadow economy index for the Baltic countries 2009-2020. SSE Riga: Riga.

<https://www.sseriga.edu/shadow-economy-index-baltic-countries>

Sauka, A. (2022, 2021, 2020, 2019, 2018, 2017, 2016). FICIL Sentiment Index. SSE Riga un Foreign Investors Council in Latvia (FICIL).

<https://www.sseriga.edu/centres/csb/sentiment-index>

Sauka, A. (2022), Economics and Trade, parts 14-21. In R.Bambals (Ed): Handbook on disinformation: to recognize and resist. State Chancellery, 2022, Rīga: Latvia.

<https://www.mk.gov.lv/lv/rokasgramata-pret-dezinformaciju>

With co-authors (2019-2022) Number of reports on creative and cultural industries. DISCE: Developing Inclusive and Sustainable Creative Economies project: <https://disce.eu/publications/>

With various co-authors (2019-2022), Number of reports on the shadow economy as a part of the State Research Programme RE:SHADE project.

Sauka, A. (2020, 2019, 2018, 2017, 2016). Shadow economy in the construction industry in Latvia. SSE Riga, Partnership of Latvian Construction companies, Business Against Shadow Economy (BASE): Riga, Latvia.

<https://www.sseriga.edu/shadow-economy-study-construction-industry>

Sauka, A. (2021) Usage of the legal and illegal content of copyrighted and related rights-protected digital content in Latvia: amount, influential factors and estimate of the damage cause to the economy. National Electronic Mass Media Council: Riga.

Mickiewicz, T., T.Skica, A.Sauka, A.Timofejevs (2021), Rola samorządowych instrumentów i samoorganizacji gospodarczej i społecznej w generowaniu przedsiębiorczości w Polsce i na Łotwie. Samorząd Terytorialny, 371 (11), 10-25. <https://publications.aston.ac.uk/id/eprint/43427/>

Putnins, T. and A. Sauka (2020). Shadow economy index for Russia 2017-2018: comparison with the size of the shadow economies in Ukraine, Kyrgyzstan, Kosovo, Moldova, Romania, Latvia, Lithuania, Estonia and Poland. SSE Riga: Riga.

<https://www.sseriga.edu/shadow-economy-index-russia>

Lysa, O., I.Fedets and A.Sauka (2019). Shadow economy Index for Ukraine. 2017-2018. Kyiv International Institute of Sociology.

https://kiis.com.ua/materials/pr/20191107_Shadow/Shadow%20Economy%20Index%20Ukraine.pdf

Mustafa, I., Pula J.S., Krasniqi, B., Sauka, A., Berisha, G., Pula, L., Lajqi, S. and Jahja, S. (2019) Analysis of the Shadow Economy in Kosova. Kosova Academy of Sciences and Arts, Kosova: Pristina.

Sauka, A. (2019). Habits of Copyright and Related Rights Uses of Latvian Smartphone Users. Ministry of Culture of Latvia: Riga.

Pētersone, I., A. Sauka and J. Stinka (2019). Taxi industry in Latvia. Current situation and solution for the future. BASE: Riga. <https://base.org.lv/vieglo-pasazieru-parvadajumu-nozare-latvija>

Sauka, A. I. Gleizdāne un I. Platonova (2018). Analysis of Quality Criteria and Standards in Latvian Meat Processing Industry. SSE Riga: Riga.

Putnins, T., A. Sauka and A. Davidescu (2018). Shadow Economy Index for Moldova and Romania, 2015-2016. SSE Riga, National Scientific Research Institute for Labour and Social Protection.

Sauka, A. (2018). Amount of illegal pay-TV and Internet content usage habits in Latvia.

BASE, SSE Riga, For Legal Content: Riga.

<http://parlegalusaturu.lv/media/FINAL%20TV%20un%20Internets%20zinojums%202018.pdf>

Sauka, A. (2017). Overview of the Unobserved Economy, Public Corruption and Money Laundering in Latvia. Latvian Chamber of Commerce and Industry: Riga.

Masane- Ose, J. and A Sauka (2016). Foreign Investors' Viewpoints on the Shadow Economy in Latvia. KPMG, SSE Riga and Foreign Investors Council in Latvia, Riga.
http://www.ficil.lv/wpcontent/uploads/2017/04/Shadow_Economy_May-25_FINAL.pdf

Sauka, A. (2016). Amount of Illegal Pay TV Broadcasting in Latvia, 2015. BASE- Business Against the Shadow Economy, For the Legal Content and SSE Riga: Riga
<http://parlegalusaturu.lv/media/TV%20un%20Internets%20zinojums.docx>

Sauka, A. (2016). Latvian entrepreneurs on the Latvian judicial system, SSE Riga: Rīga. Summary available at: <http://nra.lv/latvija/170760-uznemeji-latvijas-tieslietu-sistemas-kvalitativerte-ka-viduveju.htm>

Rudzitis, E., S. Porina- Palsane and A. Sauka (2015) Pensometer. SSE Riga and SEB bank: Riga.
https://www.seb.lv/sites/default/files/web/files/webstorage/docs/SEB_Pensometrs_petijuma%20p_arskats_18022015.pdf

Karhunen, P. et al. (2011b) Creative Entrepreneurs' Perceptions About Entrepreneurial Education. AALTO University publication series BUSINESS + ECONOMY 10/2011.

Karhunen, P. et al. (2011a) Perceptions of Entrepreneurship Among Future Creative Professionals. AALTO University publication series BUSINESS + ECONOMY 9/2011.

Sauka, A. and T. Putnins (2011) SSE Riga Shadow Index for the Baltic countries 2009 and 2010. Riga: SSE Riga.

Paalzow, A., A. Sauka, D. Pauna, R. Kilis and V. Dombrovsky (2010) [Policies and strategies in Riga. How to enhance the city's competitiveness.](#) ACRE report WP10.9. Amsterdam: AISSR

Paalzow, A., A. Sauka, D. Pauna, R. Kilis and V. Dombrovsky (2009) The attractiveness of the Riga metropolitan region for creative knowledge workers. The view of transnational migrants. ACRE report WP7.9. Amsterdam: AMIDSt. <http://acre.socsci.uva.nl/results/reports.html>

Anders Paalzow, Arnis Sauka, Diana Pauna, Roberts Kilis and Vjacheslav Dombrovsky (2009) [Riga as a creative knowledge city. The views of high-skilled employees, managers and transnational migrants.](#) ACRE report WP8.9. Amsterdam: AMIDSt, 49pp. ISBN: 978-94-90312-20-6

Paalzow, A., A. Sauka, D. Pauna, R. Kilis & V. Dombrovsky (2008) [The attractiveness of the metropolitan region for creative knowledge workers in Riga. The managers' view.](#) ACRE report WP6.9. Amsterdam: AMIDSt. ISBN: 978-90-75246-94-0

Paalzow, A., D. Pauna, A. Sauka, R. Kilis and V. Dombrovsky (2008) [Riga: A place for creative people? Understanding the attractiveness of the metropolitan region for creative knowledge workers.](#) ACRE report WP5.9. Amsterdam: AMIDSt. ISBN 978-90-75246-76-6

Paalzow, A., R. Kilis, V. Dombrovsky, D. Pauna and A. Sauka (2007) [Riga: From a Hanseatic city to a modern metropolis. Pathways to creative and knowledge-based regions.](#) ACRE report WP2.9. Amsterdam: AMIDSt, 76pp. ISBN: 978-90-75246-61-2.

TEACHING

PhD courses: How to write an academic article (4.5 ECTS), New Scientists' Lab: advancing skills for developing doctoral thesis (3 ECTS), Contemporary Entrepreneurship research (Open Workshops) (6 ECTS) (*all courses in cooperation with BA/ RISEBA PhD programme*).

EMBA courses: research methods module, executive master thesis advisor at SSE Riga.

BSc courses: part of research methods course. 2008-2011: Entrepreneurship and business planning (Y1, 6 ECTS), Specialisation Entrepreneurship (Y3, 6 ECTS) at SSE Riga. Supervising PhD, EMBA and BSc theses.

Master classes “How to publish in academic journals: for the University of Latvia researchers (various faculties). 4 full days module.

Number of BSc and MBA courses at Ventspils University of Applied Sciences (Entrepreneurship and management related).

INVOLVEMENT IN BOARDS, COUNCILS

Since 2022.

Head of the Council at Vidzeme University of Applied Sciences. www.va.lv

Since 2020.

Member of the expert panel “SME Sustainable Enterprise Panel”, SME Assembly, the European Commission.

European Commission has established a permanent panel of academic experts, under the name “SME Sustainable Enterprise Panel”, to help to progress a conversation about the strategic policy and business response needed in order to keep businesses alive and create a sustainable enterprise ecosystem. The panel consists of some of the leading EU scholars in SME and entrepreneurship research. The panel has met for the first time during annual SME conference in 2020 for a roundtable discussion entitled “The impact of COVID-19: Challenges and Opportunities for SMEs, Society and Policy in Europe”. The panel will meet also in 2021 during SME Assembly (Slovenia) and forthcoming years, annually.

Since 2021.

Member of the postdoctoral supervisory board (State Education Development Agency, Republic of Latvia), nominated by the Latvian Chamber of Commerce and Industry

2020-2021.

Member of expert council for evaluation of activity “Consult first” (Ministry of Economics of Latvia)

Since 2019.

Board member of the Foreign Investors Council in Latvia (FICIL) www.ficil.lv

The Foreign Investors’ Council in Latvia (FICIL) is a non-governmental organisation that brings together the largest companies from various countries and sectors that have made significant investments in Latvia, as well as thirteen countries’ Chambers of Commerce in Latvia.

Since 2019.

Corresponding member of the Latvian Academy of Sciences. www.lza.lv

Since 2016.

Chairman of the Constitutional Assembly of the Stockholm School of Economics in Riga, senator. www.sseriga.edu

Since 2015.

Board member of BASE (business against shadow economy) www.base.org.lv
Inviting some of the leading experts with academic, entrepreneurship promotion and entrepreneurship policy-making expertise in Latvia, this NGO was created to actively involve in fighting shadow economy- by providing evidence based policy suggestions- and promote competitive entrepreneurship climate in the country.

2012-2014

Advisor for economic and financial matters to the Minister of health of LR Mrs. Ingrida Circene.

2013.-2019.

Vice president (Latvia), European Council for Small Business and Entrepreneurship (ECSB)
www.ecsb.org

2013.-2015.

Board member of the European Council for Small Business and Entrepreneurship (ECSB)
www.ecsb.org

Since 2011.

Latvian Council for Science, Expert in Management and Economics www.lzp.lv

Member of the PhD degree promotion committee of the doctoral program implemented by BA School of Business and Finance and Riga International School of Economics and Business Administration (RISEBA).

2011-2014.

Advisor to the Minister of Health on Financial and Economical Issues. www.vm.gov.lv

2010.-2012., advising 2014-2015.

Expert in working group to 'Fight Shadow Economy and Foster Fair Competition in Latvia', led by Ministry of Finance of Republic of Latvia

2011.-2012.

Voluntary expert in the group to foster creative industries in Latvia jointly led by Ministry of Culture and Ministry of Economic of Latvia.

ADVISING AND REVIEWING

Editorial board: Baltic Journal of Management

<http://www.emeraldgroupublishing.com/products/journals/journals.htm?id=bjm>

Editorial board: Journal of Entrepreneurship and Innovation in Emerging Economies

<https://journals.sagepub.com/home/eie>

Editorial board: Journal of Business Management

<https://www.riseba.lv/en/research/zinatniski-petnieciskie-virzieni/journal-business-management>

Reviewer for Journal of Management, Entrepreneurship Theory and Practice, Journal of Business Venturing, Journal of Small Business Management, Small Business Economics, Regional Studies, Entrepreneurship and Regional Development, International Small Business Journal, International Entrepreneurship and Management Journal, Technological and Economic Development of Economy, Emerging Market Review, European Societies, Post Communist Economies, Journal of Baltic Studies.

Interviews on national media on the regular basis (on shadow economy issues as well as more general issues related to economics and entrepreneurship development challenges in Latvia). Consulting Latvian policy makers on shadow economy and competitiveness issues.

PROJECTS MANAGEMENT

Since 2020. Member of the project team (leader: team Latvia). MARKETS: Mapping Uncertainties, Challenges and Future Opportunities of Emerging Markets: Informal Barriers, Business Environments and Future Trends in Eastern Europe, The Caucasus and Central Asia (Horizon 2020 project: Marie Skłodowska-Curie Innovative Training Networks)

2020.-2022. Project manager. "RE:SHADE"- Researching the Shadow Economy (State Research Project, administered by Latvian Council of Science).

2019.-2022. Member of the project team (leader: team Latvia). DISCE- Developing Inclusive & Sustainable Creative Economies (Horizon 2020 project).

2018.-2022. Member of the project team (leader: team Latvia). SHADOW: An exploration of the nature of informal economies and shadow practices in the former USSR region. (Horizon 2020 project: Marie Skłodowska-Curie Research and Innovation Staff Exchange).

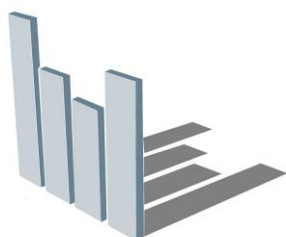
2019-2021. Project expert. Supporting the smart specialization approach in the silver economy to increase regional innovation capacity and sustainable growth (OSIRIS). Interreg Baltic Sea Region project,

2019-2020. Project manager. "Institutions and taxes in Latvia" (FLPP Nr Izp-2018/2- 0067).

2017-2018. Project expert. Project financed by the School of Public Administration. 06-05 / 9 "Provision of e-learning content and consultancy in the field of shadow economy reduction".

2014-2016. ECOSOC- LV 5.2.2. programme "Innovation and entrepreneurship development in Latvia: smart technology strategy perspective". Riga Technical University.

Since 2010.



SSE Riga „Shadow Economy Index for the Baltic Countries”, project manager, co- author (with Tālis Putniņš)
<http://www.sseriga.edu/en/research/projects/shadow-economy-index/shadow-economy-index.html>

Since 2014.



WEF Global Competitiveness Index project manager from Latvia
<http://reports.weforum.org/global-competitiveness-report-2015-2016/>

2013.-2014.



Team member in the project "Best Agers Lighthouses". Baltic Sea Region programme 2007-2013. <http://www.best-agers-lighthouses.eu>

2010.-2012.



Project manager in the project "Best Agers". Baltic Sea Region programme 2007-2013. www.best-agers-project.eu

2011.-2013.



Team member in the project Central Balticum Entrepreneurship Interaction (CB ENTREINT). Central Baltic Interreg IVA Programme 2007-2013, financed by the European Regional Development Fund, <http://www.sseriga.edu/en/research/projects/cb-entreint/>

2009.-2012.



Local project coordinator/ team member in the project "CREANET: Creative Entrepreneurship Training Network". Central Baltic INTERREG IV A Programme 2007-2013. www.creaent.fi

2006.-2010.



Team member in the project "Accommodating Creative Knowledge – Competitiveness of European Metropolitan Regions within the Enlarged Union" (ACRE). Sixth Framework Programme of the EU. www2.fmg.uva.nl/acre

2011-2013.



Author of Nordea Vitametr
<http://www.sseriga.edu/en/research/latvian-projects/nordea-vitameter-/nordea-vitameter---assessment-of-latvian-business-vitality.html>

ACADEMIC EVENTS/ POLICY DEBATE

Academic events

The SSE Riga Open Workshops Series

The Open Workshop Series in Business and Management Studies aims to promote top-quality academic and applied research in various fields of the social sciences. The main target audience includes doctoral students and more senior scholars interested in recent developments in conceptual frameworks as well as methodologies to address entrepreneurship and management challenges, providing a platform for sharing knowledge and networking with the local and international community. Some of the seminars are devoted to sustainability issues, broadly defined. Arnis Sauka is responsible for organising the Open Workshops at SSE Riga. Open

Workshops are run since February 2014 and also offered to PhD students as a PhD level course, 'Contemporary Entrepreneurship Research'. On average, 25 participants attend the course, mostly PhD students from various universities in Latvia, including the University of Latvia, Riga Technical University, BA School of Business and Finance, and RISEBA University, Vidzeme University of Applied Sciences, Ventspils University of Applied Sciences. Also, more senior academics as well as practitioners attend the workshops. Workshops are moderated by Arnis Sauka. They are free of charge for participants and run in English.

Nordic Conference on Small Business Research

Arnis Sauka is a member of the scientific committee of the Nordic Conference on Small Business Research. The previous conference was organized at the university of Southern Denmark in summer of 2022. <https://www.ncsbconference.org/>

Annual Scientific Baltic Business Management Conference

SSE Riga has been involved in co-organising ASBBMC (Annual Scientific Baltic Business Management Conference) since 2015 together with BA School of Business and Finance and RISEBA University. The main aim of this co-operation is to further strengthen ties with the local community of researchers in entrepreneurship and business administration. The most recent ASBBMC was held in Riga at the BA School of Business and Finance in the summer of 2022. Arnis Sauka is involved as scientific committee and is also amongst editors of the conference proceedings. <https://asbbmc.eu/wordpress/>
https://www.ba.lv/wp-content/uploads/2015/08/proceedingsasbbmc_22.pdf#page=1

Conference on Entrepreneurship, Innovativeness and Regional Development (2013-2107)

This conference was first run in July 2013, aiming to bring together leading researchers from the universities and business schools in Latvia, Lithuania and Estonia, and beyond, in discussing sustainable and non-sustainable business practices in the Baltic countries. This was an initiative of the SSE Riga CSB, working in close cooperation with Tartu University, Tallinn University of Technology (Estonia), ISM Business School (Lithuania) and Ventspils University College (Latvia). The first conference was hosted by Ventspils University College in 2013 with more than 60 participants from the Baltic states, Scandinavian countries, the UK, Turkey, Germany, Finland, Russia and Belarus. The 5th conference: Entrepreneurship, Innovation and Regional Development – EIRD 2017 was held in June 2017 at Ventspils University College, Ventspils, Latvia. The 4th EIRD was held at the Tallinn School of Economics and Business Administration, Tallinn, Estonia in June 2016, while the 3rd EIRD took place at ISM in Vilnius, Lithuania in September 2015, yet the second conference was hosted by Tartu University in September, 2014. Arnis Sauka was one of the initiators of these conferences.

Policy debate

SMEs Assembly, SME Sustainable Enterprise Panel

European Commission has established a permanent "SME Sustainable Enterprise Panel", at SME Assembly, which is the most significant event for Europe's SMEs. The aim is to help to progress a conversation about the strategic policy and business response needed in order to keep businesses alive and create a sustainable enterprise ecosystem. The panel consists of some of the leading EU scholars in SME and entrepreneurship research. The panel has met for the first time during annual SME Assembly in 2020 for a roundtable discussion entitled "The impact of COVID-19: Challenges and Opportunities for SMEs, Society and Policy in Europe". Recent, the third panel meeting, was held during SME Assembly in Prague, in November 2022. Professor Arnis Sauka (Head of the Centre for Sustainable Business at SSE Riga), Professor Ute Stephan (King's College London, U.K.), Professor Alfredo de Massis (Director of the Centre for Family Business Management, Free University of Bolzano), Christine Hebert (Co-founder and CEO, Blue Lobster) and Benedetta Spattini (Cofounder, WHATaECO) participated in the panel discussion, moderated by Lejla Abbasova.

SSE Riga Shadow Economy Index for the Baltic Countries and Conference on the Shadow Economy

Study developed by Talis Puntins and Arnis Sauka. The aim of the SSE Riga Shadow Economy Index for the Baltic Countries is to measure the size of the shadow economies in Latvia, Lithuania and Estonia as well as to explore the main factors that influence participation in the shadow economy. SEB generously supported the Index during the period of 2012-2016. The SSE Riga Shadow Economy Index for the Baltic Countries has been presented annually since 2010 at a mid-May conference organized by SSE Riga (Arnis Sauka, Dana Kumpina) in cooperation with the Latvian Chamber of Commerce and Industry and the Ministry of Finance of Latvia. Recent conference was held in 2022 for the 12th time. The media reports on the Index extensively throughout the year. The conference attracts major interest from policymakers, the Index is used extensively by the Ministry of Finance of Latvia, the Ministry of Economics of Latvia, the Estonian Tax and Customs Board, and various associations and NGOs in the Baltic countries. <https://www.sseriga.edu/shadow-economy-index-baltic-countries>

Intellectual talk show at TVNET and ReTV "MONEY TALKS"

Since 2020 Arnis Sauka is the host of the talk show MONEY TALKS, featuring discussions and interviews with the most erudite Latvian economists, politicians, entrepreneurs and representatives of non-governmental organizations. Tvnet.lv portal and TV channel ReTV. <https://www.tvnet.lv/term/645000/nauda-runa> <https://www.retv.lv/raidijums/nauda-runa>

The Shadow Economy Index for Russia, Ukraine, Kyrgyzstan, Kosovo, Moldova, Romania and Poland

The methodology of Talis Putnins and Arnis Sauka (2015) has been applied by the authors to measure the size and determinants of the shadow economy also in other countries. The report on the Shadow economy in Russia, comparison with the size of the shadow economies in Ukraine, Kyrgyzstan, Kosovo, Moldova, Romania, Latvia, Lithuania, Estonia and Poland was published in 2020. <https://www.sseriga.edu/shadow-economy-index-russia>

The Shadow Economy in the Construction Industry in Latvia

The SSE Riga CSB, in cooperation with the NGO BASE (Business against the Shadow Economy) and the Partnership of Latvian Construction Entrepreneurs, has launched a study on the size and determinants of the shadow economy in the construction industry. Author of the study is Arnis Sauka. The study involves a quantitative survey and an expert interview to analyze key challenges and provide policy suggestions to reduce the shadow economy and increase the competitiveness of the construction industry in Latvia. Most recent conference was held in 2020 with several ministers and representatives of major NGOs as well as the main construction industries attended the conference. The findings were also discussed extensively with the wider public via mass media. <https://www.sseriga.edu/shadow-economy-study-construction-industry>

FICIL Sentiment Index and conferences on the foreign direct investment climate in Latvia

The FICIL Sentiment Index was established in 2015 by the Foreign Investors' Council in Latvia (FICIL), developed by Arnis Sauka. The key aim of the Index is to foster more evidence-based policy decisions to further promote a favourable investment climate in Latvia. We aim to achieve this by summarising the key concerns and suggestions of the main foreign investors in Latvia – representatives of companies that have made the decision to invest in the country and have been operating here for a considerable time period. The FICIL Sentiment Index draws on a survey – mini case studies of foreign investors in Latvia. Findings are annually presented by Arnis Sauka at the FICIL Sentiment Index conference organised in cooperation with FICIL. The conferences were attended by key policymakers in Latvia, including ministers, officials, ambassadors, and foreign direct investors. A wider audience has been introduced with the contents of the report via mass media. <https://www.sseriga.edu/centres/csb/sentiment-index>

Forum: Fight Against Smuggling

On 30 June 2022, SSE Riga hosted the 4th national forum on smuggling-related problems, "Fight Against Smuggling: Challenges and Progress", organised by the association BASE ("Business Against Shadow Economy") in cooperation with SSE Riga and the research centre SKDS. During the forum, research data were presented, which reveal the opinion of the general public on the smuggling problem in the country, as well as the attitude towards the purchase of smuggled goods,

knowledge about places to buy smuggled goods, as well as possible penalties and actions to reduce smuggling. Arnis Sauka is among the organizers, speakers and panelists. <https://www.sseriga.edu/forum-fight-against-smuggling>

World Economic Forum Global Competitiveness Index

WEF Global Competitiveness Index focuses on analysing factors that contribute to the productivity of the economy, taking into account the latest trends in the specificity of competitiveness that comes with globalisation and new digital technologies. In Latvia the research “Global Competitiveness Index” is represented by the Centre for Sustainable Business at SSE Riga (led by Arnis Sauka).

Pensi-Meter

Arnis Sauka, in cooperation with SEB bank, has carried out research to determine the awareness of Latvians, Lithuanians and Estonians about the pension system and how they are preparing for retirement. The ‘Pensi-Meter’ research discloses that the readiness of residents of the Baltic states for retirement, in aggregate, can be assessed as low. Employees in Latvia are the least ready for retirement compared to residents of the other Baltic states. This is the first research of its kind; residents of the Baltic states provided their opinion in in-depth interviews, characterising the level of readiness of the population for old age and receiving a pension in the future. The Pensi-Meter was first launched in 2015 and presented by Arnis Sauka at a press conference. SEB also repeated the study in 2016. The study attracted substantial media coverage in all three Baltic countries.

Experts on exports

In 2014 and 2015, Experience Exchange seminar “Exporting Experts” was launched by Arnis Sauka in cooperation with the Latvian Chamber of Commerce and Industry. Considering the role of internationalization in small economy such as Latvia, the focus of seminars in 2014 and 2015 was on exploring quantity and quality of export practices by Latvian companies.

Moderating various discussions, such as:

August, 2022. Moderated panel in the conference “Money in Latvia from the restoration of independence to the present day”. Conference organized by the Bank of Latvia, LR Saeima and partners. <https://4maijs.lv/lv/news/konference-nauda-latvija-no-neatkaribas-atiunosanaslidz-musdienam-97992/>

August, 2022. Moderated discussion on the support to entrepreneurs in the context of energy-crisis. Organized by Altum.

<https://www.delfi.lv/news/national/commercials/diskutes-par-uznemejuizaicinajumiem-un-palidzibu-energoresursu-un-geopolitikas-krizesapstaklos.d?id=54654232>

...

June 19-20, 2018. Moderating section “Economics, regional economics’ as well as presentation with the key note speech in the section “Entrepreneurship and Business management” (Productive Entrepreneurship: case of Latvia) at the 4th World Congress of Latvian Scientists. <https://lv100.lv/en/programme/calendar/the-4th-world-congress-of-latvian-scientists/> . Number of SSE Riga staff and Alumni is taking part in the panel discussion within the “Economics, regional economics’ section.

September, 2018. Moderating section “The value of data and analytics in fighting the shadow economy” in the State Revenue Service 25th anniversary conference. Riga, Latvia.

November 16, 2017. Moderated panel discussion within 25th Anniversary Competition of the Competition Council of the Republic of Latvia. Conference: ‘The path of the fair competition’ yesterday, today and tomorrow’. Panel on the recent changes within business environment (digitalization etc.) and the role of regulation for the fair competition.

Speech at TEDx

November, 2019. TEDx Riga, presentation : ”the Shadow Economy: it’s not all black and white” <http://tedxriga.com/the-shadow-economy-its-not-all-black-and-white-arnis-sauka/>

MAIN PRESENTATIONS IN CONFERENCES

08.2022.

“Rencontres de St-Gall St Gallen”, St Gallen, Switzerland

<https://kmu.unisg.ch/en/forschung-und-publikationen/rencontres-de-st-gall>

05.2022.

28th Biennial AABS Conference “Baltic Studies at a Crossroads”. Arnis Sauka also acted as co-chair of the economics division of the conference. Seattle, U.S., May 2022. <https://aabs-balticstudies.org/aabs-2022-in-seattle/>

08. 2010., 08.2013., 08.2015.

Academy of Management annual conference.

Vancouver, Canada

Montreal, Canada

Orlando, Florida, USA

<http://www.aomonline.org/>

06.2008., 2010., 2012.

BCERC 2012: Babson College Entrepreneurship Research Conference. Texas, U.S.A.

<http://www3.babson.edu/ESHIP/outreach-events/bcerc.cfm>

BCERC 2010: Babson College Entrepreneurship Research Conference. The International Institute for Management Development (IMD), and École Polytechnique Fédérale de Lausanne (EPFL), Lausanne, Switzerland.

BCERC 2008. The University of North Carolina at Chapel Hill, Chapel Hill, U.S.A.

<http://www3.babson.edu/ESHIP/outreach-events/bcerc.cfm>

11.2004, 2005, 2006, 2007, 2008, 2009, 2011, 2012, 2013, 2015, 2019.

RENT XXXIII, Berlin, Germany.

RENT XXIX, Zagreb, Croatia.

RENT XXVII, Vilnius, Lithuania.

RENT XXVI, Lyon, France

RENT XXV, Bodo, Norway.

RENT XXIII. Budapest, Hungary.

RENT XXII. Covilha, Portugal.

RENT XXI. Cardiff, UK.

RENT XX. Brussels, Belgium.

RENT XIX. Naples, Italy.

RENT XVIII. Copenhagen Business School. Copenhagen, Denmark.

09.2016. Keynote “The Shadow Economy – it’s complicated”. Marie Curie International Conference Shadow Economies and Undeclared Work in Europe: New Insights and Policy Responses, Sofia, Bulgaria.

7-9.09.2017. ESU- the European University Network on Entrepreneurship conference.

Lunenburg, Germany. <http://www.esu-network.eu/conference/esu-2017/> Keynote ‘From PhD thesis to impact on policy level’

7-10.06.2016. 15 SymOrg 2016, Zlatibor, Serbia. <http://symorg.fon.bg.ac.rs> Galvenā uzruna (Keynote): “Sustainable business and the shadow economy: can both coexist?”

09.2014.

13th EACES Biennial conference, Budapest, Hungary

<http://eacesconference.eu>

09.2013.

CRCE conference “Filling institutional voids: Market self-organisation or organised crime”, Pension Zaplata, Slovenia. <http://www.crce.org.uk/about/>

07.2013.

GBATA 2013- Global Business and Technology Association Conference. Helsinki, Finland.

13-15.06.2007.

ICSB- International Council for Small Business and Entrepreneurship- 2007 World conference (<http://www.ecsb.org/icsb2007>). Turku, Finland.

02.2006., 03.2008

IECER 2008 (www.iecer.de).The Interdisciplinary European Conference on Entrepreneurship Research. University of Regensburg, Germany.

IECER 2006 (www.iecer.de).The Interdisciplinary European Conference on Entrepreneurship Research. University of Regensburg, Germany.

MEMBERSHIPS

2014-2016.



European Association for Comparative Economic Studies, Member (www.eaces.eu).

Since 2010.



European Council of Small Business and Entrepreneurship, Member (www.ecsb.org).



International Council of Small Business and Entrepreneurship, Member (www.icsb.org).

2010-2012.



mentoru klubs RĪGAS EKONOMIKAS AUGSTSKOLA

SSE Riga Mentor club, member of the board (www.mentoruklubs.lv)

OPONENT FOR FOLLOWING PHD DISSERTATIONS

2022.

Muhamed Umer Sahid, RISEBA. "Kvalitatīvas uzņēmējdarbības daudzlīmeņu ietvarstruktūra: tīklošanās un nacionālā līmeņa institūtu vides nozīme"

<https://www.vestnesis.lv/op/2022/21.PM3>

2018.

Kart Roigas, Tartu University: "University-industry cooperation in the context of the national innovation system."

2017.

Juergen Alexander Gollner, University of Latvia: Galveno lietotāju motivācijas ietekme uz uzņēmuma resursu plānošanas (URP) īstenošanas projektu panākumiem".

http://www.lza.lv/index.php?option=com_content&task=view&id=3556&Itemid=47

2016.

Mervi Raudsaar, Tartu University: Developments of social entrepreneurship in Estonia. Nozare: socioloģija

<https://www.ut.ee/en/events/mervi-raudsaar-developments-social-entrepreneurship-estonia>
<https://www.ut.ee/en/events/mervi-raudsaar-developments-social-entrepreneurship-estonia>

Aleksandrs Tarvids, University of Latvia: Individīda uzvedības modelēšana Eiropas darba-izglītības tirgu sistēmā.

http://www.lza.lv/index.php?option=com_content&task=view&id=2995&Itemid=470

Didzis Rūtītis, RISEBA: Korporatīvās identitātes dimensiju pārvaldība un tās pilnveidošanas iespējas veselības aprūpes nozares uzņēmumos Latvijā"

http://www.lza.lv/index.php?option=com_content&task=view&id=3275&Itemid=47

2015.

Jānis Bērziņš, University of Latvia: Makroekonomikas politika, biznesa cikli un neoliberālisms Latvijā

https://www.bvef.lu.lv/zinas/?tx_news_pi1%5Bnews%5D=18167&tx_news_pi1%5Bcontroller%5D=News&tx_news_pi1%5Baction%5D=detail&cHash=c3c3be932b7f52dd0c36edfd5c525668

Žanete Garanti, Latvijas Lauksaimniecības Universitāte: Reģionālo klasteru izveides un attīstības iespējas Latvijā

http://www.lza.lv/index.php?option=com_content&task=view&id=2449&Itemid=47

2013.

Oļegs Krasnopjorovs, University of Latvia: Latvijas ekonomikas izaugsmi noteicošie faktori

http://www.lza.lv/index.php?option=com_content&task=view&id=1647&Itemid=390

AWARDS

Latvian Academy of Sciences Award named after K. Ulmanis: award for the significant contribution in the research of Latvian economy (2022).

Recognition from the Ministry of Education for research on the shadow economy and foreign investment in Latvia (2020).

AWARDED SCHOLARSHIPS

The TeliaSonera Institute at the Stockholm School of Economics in Riga/ BICEPS (www.biceps.org). Scholarship for research in Entrepreneurship (2005-2007). Riga, Latvia.

Scandinavian Institute for Administrative Research. Travelling scholarship, research visit to Jonkoping International Business School. (03.-05.2006). Jonkoping, Sweden.

The Swedish Institute. Scholarship for research work at Jonkoping International Business School (2004.- 2005). Jonkoping, Sweden.

School of Slavonic and East European Studies, the Foreign and Commonwealth Office and the Ministry of Education and Science of the Republic of Latvia. Scholarship for research work at the School of Slavonic and East European Studies/ University College London. (2003-2004). London, U.K.

LANGUAGE SKILLS

Latvian- native.
English- fluent.
Russian- almost fluent.
German- basic knowledge.

FOR REFERENCES

Prof. Dr. Tomasz Mickiewicz (<http://ideas.repec.org/e/pmi187.html>), Professor of Comparative Economics, Aston Business School (UK). E-mail: t.mickiewicz@aston.ac.uk

Prof. Dr. Friederike Welter (<http://hj.se/jibs/en/research/persons/friederike-welter.html>), President of ImF Bohn (Germany), E-mail: welter@uni-siegen.de

Dr. Anders Paalzow (<http://www.sseriga.edu/en/contacts/staff-directory/paalzow-anders>), rector, Stockholm School of Economics in Riga. E-mail: anders.paalzow@hhs.se



/Arnis Sauka/
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