

About the 26th European Conference on Knowledge Management, 2025

The European Conference on Knowledge Management (ECKM) is a highly respected academic conference that has been held annually for 26 years, making it one of the longest-standing conferences in its field. ECKM provides an important platform for academics, researchers, practitioners, and industry leaders from around the world to exchange ideas, present research, and discuss developments in knowledge management (KM). The conference is dedicated to advancing the theory and practice of knowledge management across a wide range of sectors and disciplines.

The two-volume Proceedings of the 26th ECKM, 2025 includes academic research papers, PhD research papers and Master's research papers as well as work-in-progress papers, which have been presented and discussed at the conference. The proceedings are of an academic level appropriate to a research audience including graduates, post-graduates, doctoral and post-doctoral researchers. All papers have been double-blind peer reviewed by members of the Review Committee.

Aims and Scope

The primary aim of ECKM is to foster a deeper understanding of knowledge management processes, practices, and technologies, and to explore their impact on organizational effectiveness and innovation. The conference seeks to bridge the gap between theory and practice by encouraging the exchange of ideas between academics and practitioners. It also aims to promote interdisciplinary collaboration by bringing together experts from various fields such as business, information technology, education, and public administration.

ECKM's scope is broad, encompassing all aspects of knowledge management, from the creation and sharing of knowledge within organizations to the role of technology in enabling KM processes. The conference addresses both the strategic and operational dimensions of knowledge management, emphasising its importance in enhancing organizational learning, innovation, and competitive advantage.

Topics Covered

ECKM covers a wide range of topics related to knowledge management, reflecting the evolving nature of the field and its application in different contexts. The call for papers asked for contributions that considered the following topics. In addition, the committee welcomed papers on a number of specialist mini-tracks which can be seen at the end of this list.

Knowledge Creation and Sharing:

- Tacit and Explicit Knowledge
- Knowledge Sharing Practices.

Knowledge Management Systems and Technologies:

- KM Tools and Platforms
- Artificial Intelligence and KM
- Big Data and Knowledge Analytics.

Organizational Learning and Innovation:

- Learning Organizations
- Innovation Management
- Communities of Practice.

Strategic Knowledge Management:

- KM and Competitive Advantage
- Knowledge Strategy Development
- Intellectual Capital Management.

KM in Specific Contexts:

- KM in Public Administration
- KM in Education
- KM in Healthcare.

Knowledge Management and Organizational Culture:

- Cultural Barriers to KM
- Leadership and KM
- Change Management in KM Initiatives.

Ethics and Knowledge Management:

- Ethical Issues in KM
- Sustainability and KM.

Emerging Trends and Challenges in KM:

- Digital Transformation and KM
- Globalization and KM
- AI's role in KM
- The integration of KM with other business disciplines
- The evolving role of knowledge managers.

Mini Tracks

Experts in the field proposed mini tracks on the following topics. Papers accepted on these topics after the double-blind peer review process were presented as mini tracks at the conference and are also published in these proceedings.

- Challenges and Solutions for Sustainable Knowledge Management
- How to ... Lessons Learned
- Age of Digitalisation
- Knowledge Management in Different Cultural Contexts

The programme from the 2025 conference can be downloaded from the publishing portal and full details about the conference can be seen from the conference website: <https://www.academic-conferences.org/conferences/eckm/>

ECKM 2025 Editorial

These proceedings represent the work of contributors to the 26th European Conference on Knowledge Management (ECKM 2025), hosted by Lappeenranta-Lahti University of Technology (LUT), in Lahti, Finland on 4-5 September 2025. The Conference Chair was Prof. Dr. Aino Kianto, from LUT Business School, LUT University, Lahti, and the Programme Chair is Dr. Ilona Toth, from LUT Business School, Lappeenranta, Finland.

ECKM is now a well-established event on the academic research calendar and now in its 26th year the key aim remains the opportunity for participants to share ideas and meet the people who hold them. The scope of papers will ensure an interesting two days. The subjects covered illustrate the wide range of topics that fall into this important and ever-growing area of research.

The opening keynote presentation was given by Professor Alexeis Garcia Perez, Aston Business School, Aston University, UK, on the topic of *The Knowledge Paradox: Navigating the future of KM with AI*. The Afternoon keynote was given by Professor Paavo Ritala, LUT Business School, LUT University, Lappeenranta, Finland, on the topic *GenAI and knowledge management – A revolution, an evolution, or something else entirely?* The second day of the conference opened with an address by Professor Susanne Durst, Reykjavik University, Iceland, who will talk about *Responsible Knowledge Management in a Polarized World*.

With an initial submission of 300 abstracts, after the double blind, peer review process there are 140 Academic research papers, 13 PhD research papers, 3 Masters Research papers, 4 Non-Academic papers and 4 work-in-progress papers published in these Conference Proceedings. These papers represent research from Australia, Austria, Belgium, Brazil, Bulgaria, Canada, China, Colombia, Cyprus, Czech Republic, Denmark, Finland, France, Germany, Hungary, Iceland, India, Indonesia, Iran, Ireland, Israel, Italy, Japan, Kazakhstan, Latvia, Lithuania, Malaysia, Netherlands, Nigeria, North Cyprus, North Macedonia, Norway, Peru, Poland, Portugal, Romania, Saudi Arabia, South Africa, Spain, Sweden, Switzerland, Thailand, Türkiye, UK, and the USA.

We would like to thank all those who attended the conference this year.

Dr. Aino Kianto
Lappeenranta-Lahti University of Technology (LUT)
Finland
September 2025

Biographies of Chairs and Keynote Speakers

Conference Chair



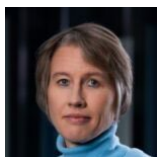
Aino Kianto, D.Sc. (Econ. & Bus. Adm.) is a Professor in Knowledge Management in the LUT University Business School, Lahti, Finland. Her research focuses on knowledge and innovation management, intellectual capital, and organizational renewal and resilience. She has published close to 200 research papers, approximately 70 of which have appeared in journals, such as *Journal of Business Research*, *Technovation*, *R&D Management*, *Human Resource Management Journal*, *Journal of Knowledge Management*, *Journal of Intellectual Capital*, and *Creativity and Innovation Management*. Professor Kianto's research has been acknowledged with several international awards; she has delivered keynote speeches in many international conferences and currently serves in the editorial board of five academic journals. She has acted as the PI in eight research projects and other leadership role in six projects, all of which have involved extensive worklife collaboration and most also international collaboration.

Programme Chair



Ilona Toth, D.Sc. (Econ. & Bus. Adm.) is a Post-Doctoral Researcher in Knowledge Management in the LUT University Business School, Lappeenranta, Finland. Previously she has worked for research projects funded by Finnish Work Environment Fund and State Treasury. Her current research focuses especially on individual worker well-being and its relationship to sustainable performance. Dr. Toth's research articles have been published e.g., in *VINE Journal of Information and Knowledge Management Systems*, in *International Journal of Entrepreneurial Behavior and Research*, and in *Digital Creativity*.

Keynote Speakers



Susanne Durst is Full Professor of Management at the Department of Business Administration at Tallinn University of Technology (Estonia). Her research interests include small business management, SME succession/transfers, knowledge (risk) management, and corporate governance. She has been conducting several national and international research projects. Her work has been awarded different awards and has been published in international peer-reviewed journals. Before joining academia, she worked with private enterprises.



Paavo Ritala is a Professor of Strategy and Innovation at the Business School at LUT University, Finland. His main research themes include networks, ecosystems, and platforms, the role of data, algorithms, and digital technologies in organizations, business model innovation, and circular and regenerative economy. His research has been published in outlets including *Journal of Management*, *Research Policy*, *Academy of Management Perspectives*, *Journal of Product Innovation Management*. He is closely involved with business practice through research projects, executive and professional education programs> He is the Co-Editor-in-Chief of *R&D Management* and serves on the editorial review board of *Journal of Product Innovation Management*.



Alexeis Garcia Perez is Professor of Digital Business and Society at Aston Business School, Aston University. He is also Visiting Professor at the Centre for Business in Society of Coventry University, and Visiting Research Scholar at the Department of Communication, Culture & Technology of Georgetown University. Alexis has led teams delivering Information Systems programmes in both Computing and Business environments, including an MBA in Cyber Security. He is Senior Fellow of the Higher Education Academy and member of the executive committee of the International Association for Knowledge Management.

Mini Track Chairs



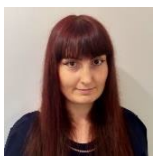
Stephanie Barnes is a seasoned and visionary executive with over 25 years of success helping global organizations to achieve short- and long-term objectives by driving innovation, technology transformation, cultural change, and continuous improvement. An accomplished Knowledge Management leader with strong expertise in designing knowledge management strategies and frameworks, delivering knowledge management initiatives, and providing essential knowledge management toolkits. She is a strategic thinker with proven expertise in shaping long-range knowledge management strategy, roadmap, and process, as well as aligning people, processes, technology, and departments to achieve corporate goals. Stephanie is an engaging communicator with extensive international working experience in Austria, Canada, China, Germany, Nigeria, United Arab Emirates, and the United States.



Cindy Hubert is an APQC inaugural Fellow in Knowledge Management (KM), responsible for building upon the organization's rich legacy as one of the foremost innovators and leaders in the field of Knowledge Management. She has over her 30 years with APQC, during which she has been instrumental in building the organization's intellectual capital in KM through the design and implementation of various tools, methodologies, and research practices. During her tenure, Cindy has provided leadership and oversight to more than 500 client projects around the world involving the transfer of best practices, benchmarking, knowledge management, and process and performance management using APQC's proven methodologies. She has provided subject matter expertise in APQC's extensive KM research program which has completed more than 35 collaborative research projects and ten Advanced Working Groups on various KM topics.



Emeritus professor PhD Marta Christina Suciu is PhD supervisor on Economics 1 Doctoral School, Bucharest University of Economic Studies. She is a senior researcher at the Romanian Academy National Institute of Economic Research Costin C. Kiritescu and Vice-President of an Interdisciplinary Research Group. She is a corresponding member at the Romanian Academy of Scientists, Economics, Law and Sociology section. Her topics of interest are: KM; Cultural and Creative Economy; Creative and Innovative Management; Start-ups, innovative business and PM; Economics of Education; Intellectual Capital & Intangible Assets. She has coordinated eight research projects won on a competitive basis. She obtained the OPERA OMNIA Diploma in 2006.



Dr. Irina Purcarea is an Assistant Professor in the Management and Organizations Department at Rennes School of Business, France. She earned her PhD in business administration, specializing in innovation and small business management, from the Bucharest University of Economic Studies. Her areas of expertise include: project management and organizational behavior. From 2021 to 2024, as Programme Coordinator at Rennes School of Business, she committed to promoting student development programs through hands



Henri Hussinki, D.Sc. (Econ. & Bus.Adm.), is an assistant professor (tenure track) in business analytics at the Business School, LUT University. His research and teaching focus on information systems business value, especially information systems capabilities that firms need to leverage their information technology investments. His research has been published in, e.g., the Journal of Business Models, Measuring Business Excellence, Journal of Knowledge Management, and Journal of Intellectual Capital.



Walter Vesperi is a Research Fellow in Organization Theory and HRM at the University of Palermo, Italy. His research interests are in knowledge transfer, university entrepreneurship and the agri-food sector. His publications have appeared in academic journals, and he has presented his research at several international conferences. He is also a member of the editorial board for several International Journals



Concetta Lucia Cristofaro is an Assistant Professor in Organization Theory and HRM at the E-campus university, Italy. Her Research focuses on public healthcare, Intellectual capital and HRM. She has presented at national and international conference, and she is the author and co-author of several publications. She is also a reviewer for a number of international journals.



Rocco Reina is full Professor in Organization Studies at the University of Catanzaro “Magna Græcia”, Italy, He is on the Board of the Italian Association of Management and Organization (ASSIOA) and a member of the regional board of the Italian Association of Personnel Management (AIDP). His research focusses on intellectual capital, small and medium enterprises, knowledge and change management and human resource management. He has presented at national and international conferences and has authored



Associate Professor Ole Jørgen Ranglund lectures in a variety of fields within the scope of organizational learning and theory, including business strategy, service management, leadership and in strategic management at masters level. His research field is diverse ranging from management and leadership to knowledge management issues. He also has a special interest in the delivery of knowledge to students to support relevance of education and has thus involved himself in projects dealing with formative feedback to students, involvement and engagement of students, and hyflex/syncromodal learning.



D.Sc. Sladjana Cabrilo is a Full Professor of Management at I-Shou University in Taiwan. Her research focuses on intellectual capital (IC), knowledge management, innovation, digital transformation, and international business. She is known in the field of IC for insights from emerging economies and for using complexity theory, configurational analysis, and fuzzy set qualitative comparative analysis (fsQCA) techniques to uncover complex relationships and patterns between IC and organizational performance. Her research has been awarded and recognized as ‘most prestigious across knowledge clusters’ in ranked journals. She is one of the co-editors of the book “Futurizing intellectual capital - Insights on navigating knowledge-based value creation” that will be published by Springer Nature by the end of 2024.



Dr. Liu Gang earned his Ph.D. from The Hong Kong Polytechnic University. Now, he is an associate professor at Business School, Shenzhen Technology University. His research areas include knowledge management and organizational performance, innovation and entrepreneurship, and cross-cultural management. His papers have been published in Journal of Business Research, Industrial management and Data System, Knowledge Management Research & Practice, Proceedings of European Conference on Knowledge Management, etc. He is a committee member of the European Conference on Knowledge Management. He is co-editor of Management & Marketing and associate editor of International Journal of Knowledge Management Studies..

ECKM Review Committee

ECKM is fortunate to have a significant number of international experts in the field willing to review papers. Care is taken to ensure that a fully double-blind peer review process is followed, and reviewers are not selected if they have any research or organisational connection to the author/s.

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