

# 26th European Conference on Knowledge Management

## ECKM 2025 Physical Programme

4-5 September 2025 at Lappeenranta - Lahti University of Technology (LUT), Lahti, Finland

### Wednesday 3 September

**18:00** Pre-conference Registration and Welcome Drink at (ends at 19:00) Lahti City Hall - Harjukatu 31.

### Thursday 4 September

**08:30** Registration and Coffee

**09:00** Room: AUD2

Welcome and Opening of the Conference

**09:15** Keynote Presentation: Professor Alexeis Garcia Perez, Aston Business School, Aston University,UK  
*The Knowledge Paradox: Navigating the future of KM with AI*

**10:00** Conference Splits into Streams

**Room: A109**  
**Stream A: Mini Track on Bridging Knowledge and Project Management for Strategic Success**  
**Chair: Marta Christina Suci**

**Room: A116**  
**Stream B: Human Capital**  
**Chair: Florinda Matos**

**Room: A122**  
**Stream C: Regional infrastructures**  
**Chair: Gaby Neumann**

**Room: A127**  
**Stream D: Innovation and Funding**  
**Chair: Ilona Heldal**

**10:20** Valorising Academic Knowledge: A Framework for Research-to-Market Pathways  
Fabrizio **Amarilli**, Dublin City University, Ireland, Francesca **Saraceni**, Intellico.ai, Milan, Italy, and Paolo **Locatelli**, PoliHub, Milan, Italy

Exploring the Interplay Between Civil Liberty, Technological Innovation, and Human Capital  
Samuel **Odei** and Ivan **Soukal**, University of Hradec Kralove, Czechia

Knowledge Strategies Facilitating Future Port Development and Management  
Trine Marie **Stene** and Lone Sletbakk **Ramstad**, SINTEF, Norway

Futures Thinking: Unlocked Possibilities for Business Model Innovation in VUCA World  
Heidi **Vähänikkilä**, Estonian Business School, Tallin, Estonia and Miia-Maija **Vakkuri**, Laurea University of Applied Sciences, Espoo, Finland

**10:40** Leveraging Tacit Knowledge and Balancing Strategic Entrepreneurship for Innovation in Malaysian SMEs  
Rosmah Mat **Isa**, Syed Uzair **bin Syed Othman** and Nor Liza **Abdullah**, Universiti Kebangsaan, Malaysia (Presentation only)

KTP Associates: Facilitators or Hinderance of Knowledge Transfer for a University and Industry Collaboration Project?  
Bo **Wen**, Jocelyn **Finnear**, Guoqing **Zhao**, Swansea University and Matthew **Tucker**, Liverpool John Moores University, UK

Collective Knowledge Formation as a Dynamic Capability in Local Government  
Paula **Pusenius**, Harri **Laihonen**, University of Eastern Finland, Lotta-Maria **Sinervo** and Kristiina **Takala**, Tampere University, Finland

Entrepreneurial Orientation and Knowledge Integration: The Case of Mature Companies  
Anna **Lemańska-Majdzik** and Małgorzata **Okreglicka**, Czestochowa University of Technology, Poland

**11:00** Figures of Speech: Boosting Tacit Knowledge Externalization in Projects  
Tiziano **Villa**, The Project Management Lab, Monza, Italy (Non-Academic)

Predictive Analytics: Digital Metrics for Estimating Knowledge Assets  
Scott **Erickson**, Ithaca College, Ithaca and Helen **Rothberg**, Marist College, Poughkeepsie USA

The Role of a Transport and Logistics Observatory in Gathering Knowledge for Sustainable Urban Logistics Development  
Katarzyna **Dohn**, Marzena **Kramarz** and Edyta **Przybylska**, Silesian University of Technology, Poland

Innovation Management for Centres for Research-based Innovation  
Trine Marie **Stene**, Lone **Sletbakk Ramstad** and Lisa **Græsle**, SINTEF, Norway

**11:20** Exploring the Role of KM in Integrating ESG Practices into Organizational Strategies  
Marta Christina **Suci**, Adrian **Petre**, Doru Alexandru **Plesea** and Decebal Octavian **Dumitrescu**, Bucharest University of Economic Studies, Romania

Leveraging Social Capital to Enhance Knowledge Sharing in Mature Enterprises  
Małgorzata **Okreglicka** and Anna **Lemańska-Majdzik**, Czestochowa University of Technology, Poland

The Role of Regional Technology Observatories in the Creation of a Regional Knowledge Management System  
Stawomir **Olko**, Lilla **Knop** and Anna **Horzela-Miś**, Silesian University of Technology, Poland

Knowledge Sharing and Creation Through Seed Funding  
Kristiina **Brusila-Meltovaara** and Olga **Bogdanova**, LAB University of Applied Science, Finland

**11:40** Critical Success Factors for Strengthening the Relationship Between Incubators and Innovation Ecosystems  
Anderson Ricardo **Silvestro**, Joellas Silva **Pinto Junior**, Guilherme Paraol **Matos** and Clarissa Stefani **Teixeira**, Federal University of Santa Catarina, Brazil

Types of Knowledge Shared Among Rural Women in the Northern Region of Ghana for Poverty Eradication  
Baaba **Bonedie**, and Madeleine C **Fombad**, University of South Africa, South Africa

Regional Technology Foresight for Material Technologies  
Lilla **Knop**, Stawomir **Olko** and Jan **Brzóska**, Silesian University of Technology, Poland

Battlefield or Coexistence? Customer Knowledge Creation in the Financial Management of a B2B SME  
Kirsi **Meriläinen** and Jaana **Romppanen** Kajaani University of Applied Sciences (KAMK), Finland

**12:00** Knowledge Sharing in an Academic Institution: A Case Study on Joint Course Evaluation  
Hanne **Haave**, Ole Jørgen **Ranglund**, Trygve **Stølan** and Tone **Vold**, University of Inland Norway, Rena, Norway

Managers' Commonly Applied Leadership Styles to Empower and Motivate Subordinates  
Caleb Tshingombe **Tshibangu** and Stanley **Fore**, Cape Peninsula University of Technology, South Africa

A Conceptual Framework for City Learning to Drive City Transformations Utilising Contextual Knowledge Management: Insights from Theory and Practice  
Pradipta **Banerjee** and Sobah Abbas **Petersen**, Norwegian University of Science and Technology, Norway

What Knowledge Management is Not  
Yasmina **Khadir**, Nyenrode Business Universiteit, Breukelen, The Netherlands and Susanne **Durst**, Reykjavik University, Iceland

**12:20** Main Restaurant - 1st Floor: Lunch

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13:30	<b>Room: AUD2</b> <b>Keynote Presentation: Professor Paavo Ritala, LUT University, Finland</b> <i>GenAI and knowledge management – A revolution, an evolution, or something else entirely?</i>				
	<b>Room: A109</b> <b>Stream A: Knowledge Transfer</b> <b>Chair: Monika Eisenhardt</b>	<b>Room: A116</b> <b>Stream B: Mini Track on The Impacts of GenAI on KM</b> <b>Chair: Jacky Hong and Liu Gang</b>	<b>Room A122</b> <b>Stream C: Mini track on Intellectual Capital as a Dynamic, Multilevel, and Complex Ecosystem</b> <b>Chair: Sladjana Cabrito, Lina Uziene and Aino Kianto</b>	<b>Room: A127</b> <b>Stream D: PhD &amp; Masters Colloquium</b> <b>Chair: Alexeis Garcia-Perez</b> <i>(10 min presentations with time for discussion)</i>	<b>Room: A135</b> <b>Stream E: Finals of the IC and KM Excellence Awards</b> <b>Chair: Scott Erickson and Anthony Wensley</b>
14:20	Beyond SECI Model: Custodian–Successor Roles in Tacit Knowledge Transfer in Construction Academia Katarzyna <b>Tomiczak</b> , Instytut Techniki Budowlanej, ITB, Warszawa, Poland	Fostering Knowledge Management Practices Through Artificial Intelligence: Vision 2030 as a Catalyst Abobakr <b>Aljuwaiber</b> , Taibah University, Madinah, Saudi Arabia	Rethinking the Future of Intellectual Capital: Emerging Perspectives in IC Theory and Practice Sladjana <b>Cabrito</b> , I-Shou University, Taiwan, Lina <b>Uziene</b> , Kaunas University of Technology, Kaunas, Lithuania, and Aino <b>Kianto</b> , Lappeenranta–Lahti University of Technology, Finland	Data on Immigrants to Finland: The case Behind Missing Data Hannele <b>Orjala</b> , LUT University, Business School & Statistics Finland, Helsinki, Finland (PhD)  Design and Implementation of Automated Documentation Management System Prototype using ChatGPT Dilyan <b>Georgiev</b> , Sofia University “St. Kliment Ohridski”, Sofia, Bulgaria	Leveraging Digital Platforms for Knowledge Dissemination in Indonesia: The Success of Taman Belajar Eliidjen <b>Eliidjen</b> , Gredion <b>Prajena</b> , Muhammad Taufiq <b>Zulfikar</b> , Budi Yulianto, Karto <b>Iskandar</b> , Nadya <b>Anggraini</b> , and Khansa <b>Humaira</b> , Bina Nusantara University, Jakarta, Indonesia
14:40	A Systematic Literature Review on Intergenerational Tacit Knowledge Transfer: A KPI Perspective Bettina <b>Falckenthal</b> , Cláudia <b>Figueiredo</b> and Manuel <b>Au-Yong-Oliveira</b> , University of Aveiro, Portugal	Artificial Knowledge and its Challenges for Knowledge Management Systems Constantin <b>Bratianu</b> , Bucharest University of Economic Studies, Bucharest and Ruxandra <b>Bejinaru</b> , University “Stefan cel Mare” of Suceava, Romania	Decentralizing Knowledge Management: Affordances and Impacts Revisited Ulrich <b>Schmitt</b> , Stellenbosch Business School, Bellville, South Africa	Resilience and Sustainability in Organizations: A Conceptual Exploration Maral <b>Amanova</b> , LUT University, Lappeenranta, Finland (PhD.)  Quadruple Helix and Knowledge Management: Partnerships, Data Management and Regional Development Andra <b>Aldea-Löppönen</b> , University of Oulu, Jyväskylä, Finland (PhD)	Quantitative Analysis of Knowledge Sharing Engagement: The Role of KMPIS and KM Award in BINUS University’s KM Appreciation System Eliidjen <b>Eliidjen</b> , Karto <b>Iskandar</b> , Ardian <b>Yunanto</b> , Arifandy <b>Endrawan</b> , Khansa <b>Humaira</b> , and Nadya <b>Anggraini</b> , Bina Nusantara University, Jakarta, Indonesia
15:00	From Tacit to Explicit: Using Live Documentation and Feedback Loops to Facilitate Knowledge Transfer Pia <b>Stuerzebecher</b> , Eric <b>Bayhammer</b> and Nils <b>Brauckmann</b> , Fraunhofer Institute for Factory Operation and Automation IFF, Germany	Knowledge Sharing in Communities of Interest for Better Self Confidence Saulė <b>Jokūbauskiė</b> , Vilnius University, Lithuania	Multicultural Workplaces and Intellectual Capital: A Case Study in SMEs Amani <b>Salhi</b> and Florinda <b>Matos</b> , Instituto Universitário de Lisboa - Iscte, Portugal	Leaders’ Technology Adoption in Digital Collaboration: An Affordance Perspective Tuuli <b>Toivikko</b> , LUT Business School, Lappeenranta, Finland (PhD)	Enhancing Innovation and Sharing Culture in Higher Education: A Case Study of the BINUS University Innovation Ecosystem Eliidjen <b>Eliidjen</b> , Karto <b>Iskandar</b> , Nadya <b>Anggraini</b> , Khansa <b>Humaira</b> , and Ardian <b>Yunanto</b> , Bina Nusantara University, Jakarta, Indonesia
15:20	Types of Knowledge Transfer to the Students by Experiential Learning Silviu Mihail <b>Tita</b> , Ana Maria <b>Bercu</b> , and Andrei Stefan <b>Nestian Alexandru</b> Ioan Cuza University Iasi, Romania, Carmen <b>Tita</b> , Technical University Gheorghe Asachi Iasi, Romania (Presentation Only)	AI-Driven Generation of Key Intelligence Topics and Questions: Enhancing the Work of CI Professionals Jan <b>Černý</b> , Prague University of Economics and Business, Prague, Czech Republic	Green Intellectual Capital Modified Scale in SMEs Noradiva <b>Hamzah</b> and Yang <b>Cao</b> , Universiti Kebangsaan, Malaysia (Presentation only)	AI-Driven Knowledge Management in Megaprojects: The Leadership Factor Quba <b>Ahmed</b> , Muhammad Saleem <b>Sumbal</b> and Carman K.M. <b>Lee</b> , The Hong Kong Polytechnic University, Hong Kong, China (PhD)  Collaborative Innovation Spaces as Enablers of Collective Leadership in Catalysing Ecosystem Emergence Pia <b>Adibe</b> , LUT Business School, Lappeenranta, Finland (PhD)	
15:40	Challenges and Practices for Knowledge Transfer in Global Software Development: An Updated Literature Review Marcos <b>Benigno</b> , Matheus <b>Argôlo</b> , Matheus <b>Argôlo</b> , Federal University of Rio de Janeiro and Carlos Eduardo <b>Barbosa</b> , Naval Systems Analysis Center, Brazil., et al	Exploring Knowledge Management Approaches to Enhance Documentation Management within the AI realms Dilyan <b>Georgie</b> , Albena <b>Antonova</b> , Sofia University, Bulgaria and Aniko <b>Csepregi</b> , University of Pannonia, Hungary	Breaking Silos to Foster Knowledge-Sharing in Universities: A Systems Thinking Perspective Patrick Mbongwa <b>Mhlongo</b> , Durban University of Technology, Durban, South Africa	Knowledge Management Maturity Analysis in a Finnish NGO’s International Programme Anne <b>Seppänen</b> , Diaconia University of Applied Sciences, Helsinki, Finland and Heli <b>Väättäjä</b> , Lapland University of Applied Sciences, Finland (Masters)  The SECI-MaP Model: A Human-Machine Integrated Model for Organisational Knowledge Creation Susanna <b>du Plessis</b> & Katarina <b>Britz</b> , Stellenbosch University, South Africa (Masters)	
16:00	<i>Room A117: Refreshment Break</i>				
	<b>Room: A109</b> <b>Stream A: Mini Track on Bridging Knowledge and Project Management for Strategic Success</b> <b>Chair: Marta Christina Suci</b>	<b>Room: A116</b> <b>Stream B: Mini Track on The Impacts of GenAI on KM</b> <b>Chair: Jacky Hong and Liu Gang</b>	<b>Room: A122</b> <b>Stream C: Mini Track on Data-Driven Knowledge Management</b> <b>Chair: Henri Hussinki</b>	<b>Room: A127</b> <b>Stream D: KM Issues</b> <b>Chair: Karsten Böhm</b>	<b>Room: A135</b> <b>Stream E: Tourism, Transport and Education</b> <b>Chair: Graham Chant</b>
16:20	Succession Planning Process at Malaysian Government Link Companies: Examining Information Flow using VSM Rohayu Abdul <b>Ghani</b> , Fatimah <b>Othman</b> and Rosmah <b>Mah Mat Isa</b> , Universiti Kebangsaan Malaysia (Presentation only)	Integrating GenAI into Corporate Knowledge Management : A Socio-Technical Approach to Overcoming Knowledge Management Challenges Maria <b>Kretschmer</b> and Ronald <b>Orth</b> , Fraunhofer IPK, Germany	Developing Business Managers’ Skills for Data-Driven Decision-Making Johanna <b>Orjatsalo</b> , Henri <b>Hussinki</b> LUT University Lahti, Finland and Jan <b>Stoklasa</b> , LUT University Lappeenranta, Finland	Knowledge Management in the Context of Sustainability Reporting Patrycja <b>Krawczyk</b> , Czestochowa University of Technology (CUT), Czestochowa, Poland	Knowledge Matters: Insights from the COVID-19 Experience in the Tourism Industry. Ewa <b>Stolarek-Muszynska</b> and Małgorzata <b>Zieba</b> , Gdańsk University of Technology, Poland
16:40	Application of Knowledge Management and Decision Support Systems in Lafarge Africa Plc Adedola <b>Atolagbe</b> , Lafarge Africa Plc, Nigeria and Thomas <b>Gaga</b> , Bingham University, Karu - Nigeria, Karu, Nasarawa, Nigeria	Developing Entrepreneurial Mindset Among Non-Business Majors Through Experiential Learning and AI Tools Fawad <b>Ahmed</b> , Ying Tuan <b>Lo</b> and Shu-Hsiang <b>Chen</b> , Xi’an Jiaotong-Liverpool University, China	Business Analytics Governance, External Uncertainty, and Firm Performance Henri <b>Hussinki</b> , and Johanna Orjatsalo, LUT University, Finland Patrick <b>Mikalef</b> , Norwegian University of Science and Technology, Norway	Assessing Digital Intelligence: Validation and Insights from a Law Enforcement Pilot Survey Nóra <b>Obermayer</b> , Dávid Máté <b>Hargitai</b> , Edit <b>Kóvári</b> and Viktória <b>Nagy</b> and Barbara <b>Bokor</b> , University of Pannonia, Hungary	Overcoming Knowledge Silos in Multimodal Transport Systems: A Knowledge Management Perspective Preetha <b>Ramiah</b> , Alexeis <b>Garcia-Perez</b> , Coventry University, UK, Zoi <b>Petrakou</b> , AETHON Engineering Single Member, Greece, Paulo Cantillano- <b>Lizana</b> , Giulia <b>Renzi</b> , University of Modena and Reggio Emilia, Italy, Eftychia <b>Koiliou</b> , Smart Transportation alliance, Spain
17:00	Impact of Diverse Support on Performance of Industry-Academia Collaborative Research Teams’ Yukiko <b>Murakami</b> , Waseda University, Tokyo, Japan	Navigating the Unknown: Knowledge Management in Machine Learning-Driven Product Development Irina-Emily <b>Hansen</b> , Ola Jon <b>Mork</b> , Paul Steffen <b>Kleppe</b> and Lars Andre <b>Giske</b> , Norwegian University of Science and Technology, Aalesund, Norway	Measuring Knowledge Vulnerabilities in Knowledge Processes: A Scale Development Constantin <b>Bratianu</b> , Alexandra Luciana <b>Guta</b> , Bucharest University of Economic Studies, Andrei Stefan <b>Nestian</b> , and Silviu Mihail <b>Tita</b> , “Alexandru Ioan Cuza” University of Iasi, Romania	Predicting Business Vulnerability Using Neural Networks: Evidence From Brazilian SMEs Joelias Silva <b>Pinto Junior</b> , Anderson Ricardo <b>Silvestro</b> , Vinicius Faria Culmant <b>Ramos</b> , Federal University of Santa Catarina, Brazil and Eloí <b>Puertas I Prat</b> , University of Barcelona, Spain KM- 175	The Magic of One-Day Music Camps: How Reproduce the Magic in Academia? Hanne <b>Haave</b> , Ole Jørgen <b>Ranglund</b> , Tone <b>Vold</b> , Carl-Henrik <b>Wahl</b> and Jonas Holteberg <b>Jensen</b> , University of Inland Norway, Norway
17:20	<b>Close of conference day</b>				
19:00	<b>Conference Dinner at Malskin Bistro - Pääjanteenkatu 9.</b>				

	<b>Friday 5 September</b>			
<b>09:00</b>	Opening Messages			
<b>09:05</b>	<b>Room: AUD2</b> Keynote Presentation: Professor Susanne Durst, Reykjavik University, Iceland <i>Responsible Knowledge Management in a Polarised World</i>			
<b>09:50</b>	Introduction to ECKM 2026			
<b>10:00</b>	<b>Room A117: Poster Presentations and Refreshments</b>			
<b>10:30</b>	<i>Conference Splits into Streams</i>			
	<b>Room: A109</b> <b>Stream A: Value Creation</b> <b>Chair: Tomasz Eisenbardt</b>	<b>Room: A116</b> <b>Stream B: Mini Track on The impacts of GenAI on KM</b> <b>Chair: Jacky Hong and Liu Gang</b>	<b>Room: A122</b> <b>Stream C: Time, Wisdom and Spirituality</b> <b>Chair: Eduardo Tome</b>	<b>Room: A127</b> <b>Stream D: AI and Family Business</b> <b>Chair: Nuno Matos</b>
<b>10:40</b>	Navigating with Knowledge: The Lighthouse Metaphor for Understanding Context, Value, and Motivation Emőke <b>Takács</b> and Antonie <b>Abcouwer</b> , ERI Hungary, Hungary	A Comparative Analysis of Generative AI Systems for Document Summarization Matteo <b>Rinco</b> , Enrico <b>Scarso</b> , Nima <b>Taraghi</b> University of Padua, Italy and Kathrin <b>Kirkner</b> , Technical University of Denmark, Ballerup, Denmark	Introducing a Method for Reducing Time Loss in Knowledge Work Matti <b>Pöyhönen</b> , Taitoconsulting Oy, Helsinki and Keijo <b>Mäkelä</b> , Bonsai Consulting Oy, Finland (Non-Academic)	Artificial Intelligence for Adaptive Planning of Healthcare Projects Tadeusz A. <b>Grzeszczyk</b> , Warsaw University of Technology and Przemysław <b>Korzeniowski</b> , Sano Centre for Computational Medicine, Poland
<b>11:00</b>	Unlocking the Business Value of Dark Data: The Importance of Data Governance Graham <b>Chant</b> , Stewart Barr & Associates, Adelaide, Australia and Jennieffer <b>Barr</b> , Charles Darwin University, Australia	AI for Knowledge-Driven Business Decisions: Capabilities and Constraints Giovanni <b>De Pretto</b> , Ettore <b>Bolisani</b> , DTG - University of Padova, Italy and Maayan <b>Nakash</b> , Bar-Ilan University, Israel	Navigating Between Order and Chaos: Temporal Organizing and Event Time in Hackathons Paavo <b>Ritala</b> , Christina <b>Haefliger</b> and Henri <b>Hakala</b> , LUT University, Finland and Ioana <b>Stefan</b> , Mälardalen University, Sweden	Artificial Intelligence in Knowledge-Intensive Task Automation: Insights from the Social Learning Cycle Jose Carlos <b>Ramos</b> and Agustí <b>Canals-Parera</b> , Universitat Oberta de Catalunya, Spain
<b>11:20</b>	The Bolstering Role of ICT Capabilities in Developing Successful Value Propositions in Resource-Constrained Environments Josune <b>Sáenz</b> , Aritz <b>Arano-Irizar</b> , Deusto Business School, Spain, Ana <b>Ortiz-de-Guinea</b> , HEC Montréal, Canada and Laura <b>Albareda</b> , LUT Business School, Finland (Presentation only)	Collaborative GenAI: Humanized Interaction Fields for Knowledge Creation Karsten <b>Böhm</b> , FH Kufstein Tirol - University of Applied Sciences, Kufstein, Austria and Susanne <b>Durst</b> , Reykjavik University, Iceland	Organizational Wisdom Elements: How Does it Work in the Organization? Miroslaw <b>Wójcik</b> , Agata <b>Pierścieniak</b> , Warsaw University of Technology, Poland, Monika <b>Stelmaszczyk</b> , Jan Kochanowski University of Kielce, Poland	How Does AI-Driven Knowledge Management Enhance Sustainability of Startups? A Conceptual Framework Furong <b>Cai</b> , Ettore <b>Bolisani</b> , Tomas Cherkos <b>Kassaneh</b> , Behrooz <b>Moradi</b> , University of Padua, Italy and Kathrin <b>Kirchner</b> , Technical University of Denmark, Denmark
<b>11:40</b>	Dynamic Capabilities in Social Entrepreneurship: A Case Study on Social Value Creation Heidi <b>Myryläinen</b> , LAB University of Applied Sciences, Lappeenranta, Finland, Lasse <b>Torkkeli</b> , LUT University, Finland and Kristiina <b>Brusila-Meltovaara</b> , LAB University of Applied Sciences, Finland	The Impacts of Generative AI Application on Employees' Creativity: The Mediating Role of Knowledge Management Activities Ma <b>Yingzi</b> , Liu <b>Gang</b> and Chen <b>Yi</b> , Shenzhen Technology University, China	Advanced Spiritual Knowledge Management: Main Features of the Concept and Initial Ideas for Implementation in Schools and School Pastoral Care Alexander <b>Kaiser</b> , Ernst <b>Wageneder</b> , Vienna University of Economics and Business, Austria and Clemens <b>Kerschbaum</b> , New Design University, Austria	Knowledge Management Practices in Family Businesses Adefunke <b>Alabi</b> , University of Lagos, Akoka, Nigeria (Presentation only)
<b>12:00</b>	How Do Consumers Perceive the Benefits for Businesses Arising from their Active Involvement in Business Activities and Projects? Monika <b>Eisenbardt</b> , University of Economics in Katowice, Poland	Perceived Factors of Trustworthiness in Generative Artificial Intelligence (GenAI): Towards an Understanding of how to Assess and Build Trustworthiness Max <b>Evans</b> , Godwin <b>Akrong</b> , McGill University, Canada and Anthony <b>Wensley</b> , University of Toronto, Canada	Developing Phronesis in Business Education: A Student Perspective Ludmila <b>Mládková</b> , Prague University of Economics and Business, Prague, Czech Republic	The SOLA Model and Calculator: Improving societal welfare and knowledge management Andra <b>Aldea-Löppönen</b> , University of Oulu, Jyväskylä, Finland, Laura Häkkinen, UEF, Finland, , Finland, Miikka <b>Vuorinen</b> , SOSPED Center, Finland and Tomi <b>Mäki-Opas</b> , UEF/Wellebing Services County of Northern Savo, Finland (Presentation only)
<b>12:20</b>	<i>Main Restaurant - 1st Floor: Lunch</i>			

	<b>Room: A109</b> <b>Stream A: Mini Track on Sustainability in KM and Advanced Green Policy Strategies</b> <b>Chair: Mustafa Sağsan</b>	<b>Room: A116</b> <b>Stream B: Mini Track on The impacts of GenAI on KM</b> <b>Chair: Jacky Hong and Liu Gang</b>	<b>Room: A122</b> <b>Stream C: Digital aspects of KM, COVID and Unlearning</b> <b>Chair: Enrico Scarso</b>	<b>Room: A127</b> <b>Stream D: Research Methodologies and Outcomes</b> <b>Chair: Emőke Takács</b>
<b>13:30</b>	Bibliometric Analysis Method of Examining the Concept of Green Knowledge Management and Sustainability: A Test for Web of Science Application Muhammet Ünal <b>Arvas</b> , Atatürk University, Turkey and Mustafa <b>Sağsan</b> , European University of Lefke, Gemikonağı, LEFKE, North	Bridging Minds and Machines: Emotional Intelligence as Intellectual Capital for Human-AI Collaboration Mariza <b>Tsakalerou</b> , Akmaral <b>Abil</b> and Narkes <b>Tynybayeva</b> , Nazarbayev University, Kazakhstan	Back to the Office, or not? Learning Lessons from Amazon vs. Spotify Bertrand <b>Audrin</b> , Stefan <b>Güldenber</b> , and Julneth <b>Rogenhofer</b> , EHL Hospitality Business School, HES-SO, Switzerland	Analyzing the Societal Impact of Academic Research Using Fuzzy Inference Models Tadeusz A. <b>Grzeszczyk</b> , Warsaw University of Technology, Warsaw, Poland
<b>13:50</b>	The Role of Human Resource Management in Building Knowledge Management Capacity in South African Public Sector Enterprises Malefetjane <b>Phaladi</b> , Durban University of Technology, Durban, South Africa	From Human Experts to AI Agents: Agentic AI for Knowledge-Intense Problem-Solving in Logistics? Gaby <b>Neumann</b> , Technical University of Applied Sciences Wildau, Wildau, Germany	Accelerating Knowledge Acquisition with Help from Large Language Models: From Digital Documents to Database Models Carlos Henrique <b>Serrado</b> , Matheus <b>Argôlo</b> , Geraldo <b>Xexéo</b> , Lucas <b>Nóbrega</b> , Luiz Felipe <b>Martinez</b> , and Jano de <b>Souza</b> , Federal University of Rio de Janeiro, Brazil and Carlos Eduardo <b>Barbosa</b> , Naval Systems Analysis Center, Brazil	Some Provocations Concerning the Foundations of IC and KM Research Anthony <b>Wensley</b> , University of Toronto Mississauga, Toronto, Canada and Max <b>Evans</b> , McGill University, Montreal, Canada
<b>14:10</b>	Extending Institutional Isomorphism: Adaptive and Dynamic Dimensions in Green Policy Strategies in Knowledge Management Fields Cemal <b>Yorgancıoğlu</b> , Cyprus Aydın University, Cyprus	AI and Workforce Renewal: A Framework for Nuclear Legacy Knowledge Transfer Hélène <b>Dantos</b> , Ferial <b>Bouchakour</b> , Victor and Nicolas <b>Bureau</b> , Assystem, France (Presentation only, Non-academic)	Technology, People and Processes in Universities in 2025: Is BYOD the Solution? Eduardo <b>Tomé</b> , Lusofona University Lisbon, Lisbon, Portugal Andrew <b>Hatch</b> , Wellness Centre Lisbon, GOVCOPP Universidade de Aveiro, Portugal and Elizaveta <b>Gromova</b> , Independent Researcher	Improving the Recall of Factual Knowledge based on Experiments Conducted by Herman Ebbinghaus Torsten <b>Palm</b> , Binary Tree AB, Uppsala, Sweden (Non-Academic)
<b>14:30</b>	Competitive Intelligence Practices: A Case Study of a South African Academic Library Setting Dzhavhelo <b>Tshodaho</b> , Brenda <b>Van Wyk</b> , and Masego Tumelo <b>sebata</b> , University of Pretoria, South Africa	The Erosion of Scientific Inquiry: Economic and Ethical Aspects of Fake Knowledge and GenAI Franciszek <b>Kutrzeba</b> , Gdansk University of Technology, Poland	Towards Integrating Digital Preparedness into Higher Education Rashika Tasnim <b>Keya</b> , Ilona <b>Heldal</b> , Daniel <b>Patel</b> , Western Norway University of Applied Sciences, Bergen, Norway and Pietro <b>Murano</b> , Oslo Metropolitan University, Norway	Leveraging Experience-Based Knowledge for Social Impact Analysis of Research and Development Projects in Banking Tadeusz A. <b>Grzeszczyk</b> and Tomasz <b>Groszkowski</b> , Warsaw University of Technology, Faculty of Management, Poland
<b>14:50</b>		Exploring Alternative Approaches to Contemporary AI Testing Tomasz <b>Eisenhardt</b> , University of Warsaw, Poland	Evaluation of Port Managers Perception of Organizational Unlearning and Its Influence on Organizational Performance Osvaldo <b>Cruz</b> and Paulo <b>Pinheiro</b> , Universidade da Beira Interior, Portugal	Explaining the Conditions for Knowledge Co-Production Outcomes in Citizen Science Siqing <b>Yu</b> , Hana <b>Vodeb</b> , Joep <b>Crompvoets</b> and Trui <b>Steen</b> , KU Leuven, Belgium (Presentation Only)
<b>15:15</b>	<b>Room: AUD 2</b> <b>Awards to the KM Excellence Awards, best PhD presentation and the best poster</b>			
<b>15:30</b>	<b>Conference Summary and Close</b>			
	<b>Posters will be presented on Friday Morning during the coffee break. Please give your poster to the registration desk on arrival and we will display it for you.</b>			
	<b>Posters</b>			
	Neighbour's Hens looking like Turkeys? Understanding the Effect of Envy on Knowledge Hiding Neethu <b>Mohammed</b> , FLAME University, Pune, India and Abraham <b>Cyrl Issac</b> , Indian Institute of Technology Guwahati, India (WIP)	AI and Cyber Threat Intelligence Management in the Energy Sector Jyri <b>Rajamäki</b> , Ilkka <b>Tikanmäki</b> , Ronald <b>Knowlton</b> and Sonja <b>Korhonen</b> , Laurea University of Applied Sciences, Finland (WIP)	Collaborative Network as a Driver for Knowledge Creation Eduardo <b>Tomé</b> , Universidade Lusofona, Lisbon, Portugal, Lisbon, Portugal and Elizaveta <b>Gromova</b> , Russian Presidential Academy of National Economy and Public Administration, Russia (Poster Only)	Leadership as a Catalyst in Tacit Knowledge Transfer: Empirical Insights from Scientific Institutions in Construction Academia Katarzyna H. <b>Tomiczak</b> and Mieczysław <b>Morawski</b> , Instytut Techniki Budowlanej, ITB, Warszawa, Poland (invited Poster)
	Building a Generative AI Toolkit for Leveraging Knowledge Processes: The GAIK Project Report Dmitry <b>Kudryavtsev</b> , Umair Ali <b>Khan</b> , Haaga-Helia University of Applied Sciences, Finland, Marko <b>Seppänen</b> , Tampere university, Finland and Roman <b>Yangarber</b> , Helsinki university, Finland, et al.	Evaluating Generative AI Technology Choices and Software Frameworks for Developing AI Solutions in Business Umair Ali <b>Khan</b> , Dmitry <b>Kudryavtsev</b> , Janne <b>Kauttonen</b> , Haaga-Helia University of Applied Sciences, Finland and Roman <b>Yangarber</b> , University of Helsinki, Finland, et al. (Non-academic WIP)	Teaching and Training Emergency Preparedness through New Technologies at Universities Ilona <b>Heldal</b> , Daniel <b>Patel</b> , Rashika <b>Tasnim</b> , Tord <b>Frøland</b> , Western Norway University of Applied Sciences, Bergen, Norway (invited poster)	Beyond Difference: The Bridge of Diversity Wisdom Miroslaw 'Mirek' <b>Wójcik</b> , Warsaw University of Technology, Poland (invited Poster)
	People Search and the Structural Dimension in Knowledge Management Systems Tanja <b>Svarre</b> and Marianne <b>Lykke</b> , Aalborg University, Denmark (WIP)	Document Analysis of Masters' Theses on Knowledge Management in Turkish Higher Education Tuncay <b>Oral</b> , Pamukkale University, Denizli, Turkey and Ceyhun <b>Ersan</b> , Alanya Alaaddin Keykubat University, Turkey (Poster Only)	From Regulation to Education: Enhancing Cybersecurity Competence through NIS2 and Knowledge Sharing Jyri <b>Rajamäki</b> , Laurea University of Applied Sciences, Espoo, Finland (invited Poster)	From Insight to Impact: AI-driven Knowledge Management Empowering Sustainability of Startups Furong <b>Cai</b> , Department of Management and Engineering (DTG), University of Padua, Italy (invited Poster)
	Empowering Teachers Supporting NDD Children with Digital Platforms: The Role of Eye Tracking, AI and Serious Games Ilona <b>Heldal</b> , Are <b>Dæhlen</b> , Abdul <b>Rehman</b> , Jerry <b>Chun-Wei Lin</b> , Attila <b>Kövári</b> , József <b>Katona</b> , Carsten <b>Helgesen</b> Western Norway University of Applied Sciences (Invited Poster)			

# 26th European Conference on Knowledge Management

ECKM 2025 Virtual Programme

4-5 September 2025 hosted by ACI and Lappeenranta - Lahti University of Technology (LUT), Lahti, Finland

Conference runs to Finland Summertime (GMT+3/EEST)

	<b>Thursday 4 September</b>		
<b>08:30</b>	Zoom Room 1 Opens		
<b>09:00</b>	Welcome and Opening of the Conference		
<b>09:15</b>	Keynote Address: Keynote Address; Keynote Presentation: Professor Alexeis Garcia Perez, Aston Business School, Aston University, UK The Knowledge Paradox: Navigating the future of KM with AI		
<b>10:00</b>	Conference Splits into Streams		
	<b>Zoom Room 1</b> <b>Stream A: Strategy</b> <b>Chair: Jose Vale</b>	<b>Zoom Room 2</b> <b>Stream B: Sustainability and Technology</b> <b>Chair: Walter Vesperi</b>	<b>Zoom Room 3</b> <b>Stream C: Trust and the Creation and Transfer of Knowledge</b> <b>Chair: Ewa Stolarek-Muszyńska</b>
<b>10:20</b>	How Can Interorganizational Dialogue Generate New Knowledge for Problem Solving? Yayoi <b>Hirose</b> , Toyo University, Tokyo, Japan	A Resource-Based View Framework for Knowledge Risk Management in SMEs Stevens Phaphadi <b>Mamorobela</b> , University of South Africa, South Africa and Mafefetjane <b>Phaladi</b> , Durban University of Technology, South Africa	Integrating Organisational and Spiritual Capital: A Pathway to Corporate Sustainability Angelina <b>Taneva-Veshoska</b> , Slavica <b>Trajkovska</b> , and Andrijana <b>Filipovikj</b> Civil Engineering Institute Macedonia, North Macedonia
<b>10:40</b>	Enhancing Knowledge Management and Strategic Foresight through Information and Communication Technologies Gustavo <b>de Oliveira</b> , Matheus <b>Argôlo</b> , Lucas <b>Nôbrega</b> , Luiz Felipe <b>Martinez</b> , Jano <b>de Souza</b> , Federal University of Rio de Janeiro, Brazil, and Carlos Eduardo <b>Barbosa</b> , Naval Systems Analysis Center, Brazil	Knowledge Management in the Tech Sector: A Rapid Review of Benefits, Challenges, and Metrics Alice da Fonseca <b>Monteiro</b> , Matheus <b>Argôlo</b> , Lucas <b>Nôbrega</b> , Luiz Felipe <b>Martinez</b> , Yuri <b>Lima</b> , and Jano <b>de Souza</b> Federal University of Rio de Janeiro, Brazil and Carlos Eduardo <b>Barbosa</b> , Naval Systems Analysis Center, Brazil	Systematic Literature Review: The Contribution of Creative Leadership to Sustainable Business Development Tilda <b>Nabbanja</b> and Fezile <b>Ozdami</b> , Near East University, Cyprus (TRNC)
<b>11:00</b>	Rethinking Strategic Thinking Through the Lens of Strategic Coherence Konstantin <b>Bagrationi</b> and Olga <b>Tunkevichus</b> , Graduate School of Business, HSE University, Germany	The Contribution of Knowledge Management to the Co-creation of Sustainable Public Value Marco <b>Berardi</b> , Simone <b>Cifolelli</b> , Andrea <b>Ziruolo</b> and Fabrizio <b>Fontana</b> , Università degli studi G.d'Annunzio, Pescara - Dipartimento di Studi Socio-Economici, Gestionali e Statistici, Italy	Effective Knowledge Creation and Transfer in e-Learning Using SECI Model Alina <b>Guzik</b> , Anna <b>Lis</b> , and Marek <b>Chodnicki</b> , Gdańsk University of Technology, Poland
<b>11:20</b>	Categorisation of Tacit and Explicit Knowledge and Its Implications for Organisational Growth in Higher Education Institutions Rexwhite Tega <b>Enakrere</b> , University of Johannesburg, Johannesburg, South Africa and Okeoghene <b>Mayowa-Adebara</b> , National Open University of Nigeria, Nigeria, Nigeria	Factors Shaping Knowledge Sharing Behaviour in Remote Work Anna <b>Albrychiewicz-Stocińska</b> , Częstochowa University of Technology, Poland	Trust And Knowledge Sharing In Temporary Project Teams: A Literature Review Geraldine Hamill <b>Cunnane</b> , Technological University of Dublin, Ireland
<b>11:40</b>	Sharing as Power: Keys Strategies for Breaking Knowledge Sites Maayan <b>Nakash</b> , Bar-Ilan University, Ramat Gan, Israel	Technologies as KM Tool for Sustainability in Hospitality: Practitioners' Perspective Krzysztof <b>Zieba</b> and Jagoda <b>Goll-Stefańska</b> , Gdansk University of Technology, Poland	The Dharma of Knowledge: Bridging Ancient Indian Practices and Contemporary Thought Udayan <b>Mamgain</b> , Thapar School of Liberal Arts and Sciences, TIET, Dehradun, India
<b>12:00</b>	Logistics Outsourcing as a Strategy for Business Efficiency: Mediating Role of ICT Fiorella <b>Torres-Garcia</b> and Silvana <b>Ramirez-Lujan</b> , University of Lima, Peru	Exploring University Student Perceptions on Family Business: Career Choices and Knowledge Management Walter <b>Vesperi</b> , University of Palermo, Palermo, Italy, Anna Maria <b>Melina</b> , University of Messina, Messina, Concetta Lucia <b>Cristofaro</b> , E-Campus University, Novedrate and Marzia <b>Ventura</b> , Magna Graecia University of Catanzaro, Italy	Impact of Vertical Trust on Sharing Knowledge Practices in Innovation Sector Companies Felicjan <b>Bylok</b> , Czestochowa University of Technology, Management Faculty, Poland
<b>12:20</b>	Barriers to Knowledge Sharing During the Onboarding Process Marta <b>Szeluga-Romańska</b> , Gdansk University of Technology, Poland	Sustainability Chronicles: Mapping the Journey of Sustainability Agents Leonie <b>Paul</b> , and Juha <b>Väätänen</b> , LUT University Lappeenranta, Finland ,Hardik <b>Bhimani</b> , RMIT University, Australia and Anne-Laure <b>Mention</b> , RMIT University, Australia	Green Status Threatens an Emerging Telework Regime? Rita <b>Nunes</b> , Jorge <b>Simões</b> and Susana <b>Domingos</b> , Polytechnic Institute of Tomar & Techn&Art Departmental Unit Business Sciences
<b>12:40</b>	<i>Lunch</i>	<i>Lunch</i>	<i>Lunch</i>

13:30	<b>Zoom Room 1</b> Keynote Presentation: Paavo Ritala, LUT University, Finland GenAI and knowledge management – A revolution, an evolution, or something else entirely?		
	<b>Zoom Room 1</b> Stream A: Mini Track on Bridging Knowledge and Project Management for Strategic Success Chair: Richard Wilson	<b>Zoom Room 2</b> Stream B: KM Issues Chair: Yayoi Hirose	<b>Zoom Room 3 (10 min presentations with discussion time)</b> Stream C: PhD and Masters Colloquium Chair: Brenda van Wyk
14:20	Improving Project Goal Setting Through AI-Driven Knowledge Management Tools Diana <b>Mardarovici</b> , Marta Christina <b>Suciu</b> and Oana Raluca <b>Tofan</b> , Bucharest University of Economic Studies, Romania	Knowledge-Based HRM: A Systematic Literature Review and Research Agenda Agi Syarif <b>Hidayat</b> , Sari <b>Sitalaksmi</b> , and Reni <b>Rosari</b> , Department of Management, Faculty of Economics and Business, Universitas Gadjah Mada, Yogyakarta, Indonesia	Conceptualizing the Media Ecosystem: Addressing Misinformation, Disinformation, Fake News, and Deepfakes — Key Insights from Interviews with Professional Journalists Anastasiia <b>Iufereva</b> , IULM, Milan, Italy (PhD)  How do we get there together? Making Sense of and Exploring Ecosystem Orchestration as Practice Jessica <b>Fishburn</b> , LUT University, Finland and Pentti <b>Launonen</b> , Spinverse, Espoo, Finland (PhD)
14:40	Project (Execution) Models and Knowledge Management Anandasivakumar <b>Ekambaram</b> , SINTEF, Trondheim, Norway	Modern Technologies in Knowledge Management in HR Processes in Organizations Waldemar <b>Jedrzejczyk</b> , Czestochowa University of Technology, Czestochowa, Poland	GenAI-Assisted Knowledge Generation: A case Study on Human-machine Collaboration Through the SECI Model Giuseppe <b>Liccardo</b> and Roberto <b>Cerchione</b> , University of Naples "Parthenope", Italy (PhD)  Lights, Camera, Mentoring: The Role of Mentor in Film Knowledge Transfer Tomasz <b>Zontek</b> , Warsaw University of Life Sciences, Poland (PhD)
15:00	Industrial Project Management Supported by KM Methods. Empirical Results From Polish Enterprises Krystian <b>Pawlowski</b> , Poznan University of Technology, Poznan, Poland	Knowledge Management and Covid-19: A Review of the Literature and Implications for Practice Nasser <b>Easa</b> , Kingston University, London, UK, and Rabih <b>El Khatib</b> , Beirut Arab University, Lebanon	Mapping Theoretical Schools of Knowledge Transfer: A Scoping Review and Conceptual Framework Joachim <b>Lorenz</b> , Reykjavik University, Reykjavik, Iceland (Presentation only, PhD)  Employee Withdrawal and its Potential Link with Knowledge Risks Martyna <b>Skorupko</b> and Matgorzata <b>Zięba</b> , Gdansk University of Technology, Poland (PhD)
15:20	Exploring the Interplay Between Tacit and Explicit Knowledge in Organizational Settings: A Systematic Review Edmont <b>Paspamire</b> , The IIE Rosebank College Cape Town, Cape Town, South Africa	A Ten-step Guideline to Implementing Knowledge Management in Higher Education Molefi <b>Motsoenyane</b> , Central University of Technology, Welkom, South Africa and Cornelius <b>Kruger</b> , North-West University, Potchefstroom	<b>Zoom Room 3 (5 min presentations with discussion time)</b> Stream C: Virtual Poster Session Chair: (15:20-16:00)
15:40	The Impact of an Inclusive Leadership Style on Generation Z's Willingness to Share Knowledge Joanna <b>Gajda</b> , Czestochowa University of Technology, Faculty of Management, Czestochowa, Poland	Rethinking Smart Green Cities for Knowledge-Led Urban Innovation Mauro <b>Romanelli</b> , University of Naples Parthenope, Napoli, Italy	From Tacit to Synthetic: How Generative AI Is Reshaping Knowledge Codification in Organizations Walter <b>Vesperi</b> , UN IPA, Italy  Organisational Capital Dimensions: Building Blocks for Organisational Success. Slavica <b>Trajkovska</b> , Angelina <b>Taneva-Veshoska</b> & Andrijana <b>Filipovikj</b> , Civil Engineering Institute Macedonia, North Macedonia  SWOT analysis of construction organizations regarding material reuse and recycling Anandasivakumar <b>Ekambaram</b> & Sveinung Ørjan <b>Nesheim</b> SINTEF, Trondheim, Norway
16:00	<i>Break</i>	<i>Break</i>	<i>Break</i>
	<b>Zoom Room 1</b> Stream A: Mini Track on Bridging Knowledge and Project Management for Strategic Success Chair: <b>Walter Vesperi</b>	<b>Zoom Room 2</b> Stream B: Mini Track on Data-Driven Knowledge Management Chair: <b>Nasser Easa</b>	
16:20	Environmental Knowledge Management in Food Service Industry: A Preliminary Empirical Research Study from Companies in Poland Bartłomiej <b>Kabaja</b> , Krakow University of Economics, Kraków, Poland	Creating Knowledge-Based Value for Data Security in Enterprises Justyna <b>Żywiotek</b> , Czestochowa University of Technology, Poland	
16:40	Implementing CTI Exchange: A Framework for the DYNAMO Project Pilot Phase Anup <b>Nepal</b> and Jyri <b>Rajamäki</b> , Laurea University of Applied Sciences, Espoo, Finland and Ioannis <b>Chalkias</b> , Ethniko Kentro Erevnas Kai Technologikis Anaptyxis, Greece	Knowledge Audit in HEIs: A Framework for its Strategic Management Ana <b>Diez-Gaviria</b> and Liliana <b>Franco-Giraldo</b> , Tecnológico de Antioquia Institución Universitaria, Colombia	
17:00	Enhancing Decision-Making with Artificial Intelligence in Project Management Marja-Liisa <b>Tenhunen</b> , Dimitrie Cantemir Christian University, Bucharest, Romania	Application of Knowledge Discovery in Databases to Determine Car Sales Trends in Türkiye Ensar <b>Gul</b> , Maltepe University, Istanbul, Turkey and Orkun <b>Eker</b> , Ford Otosan, Turkey	
17:20	Close of conference day		

	<b>Friday 5 September</b>		
<b>09:00</b>	Opening Messages		
<b>09:05</b>	Keynote Address: Keynote Address: Keynote Presentation: Prof. Susanne Durst, Reykjavik University Iceland. Responsible Knowledge Management in a Polarized World		
<b>09:50</b>	Introduction to ECKM 2026		
<b>10:00</b>	Conference Splits into Streams		
	<b>Zoom Room 1</b> <b>Stream A: Mini Track on The impacts of Generative AI on individual, group, and organizational knowledge management</b> <b>Chair: Stevens Mamorobela</b>	<b>Zoom Room 2</b> <b>Stream B: KM Issues</b> <b>Chair:</b>	<b>Zoom Room 3</b> <b>Stream C: Mini Track on Knowledge Sharing in Creative Businesses/Organizations</b> <b>Chair:</b>
<b>10:10</b>	AI Adoption in Open Innovation Partnerships: Trends, Challenges, and Strategic Implications Marita <b>McPhillips</b> , Gdansk University of Technology, Gdansk, Poland	Comparative Analysis of the Efficiency of High-Quality Intellectual Capital Formation in Various Scientific Sectors Inese <b>Spica</b> , Rozite Katrina <b>Ponne</b> , Ernests <b>Spics</b> , Baiba <b>Berzina</b> , and Peteris <b>Ponnis</b> Scientific Institution Business Competence Centre, Latvia	Operationalizing the Competency Assessment of Organizational Absorptive Capacity: A Case of a Government Organization Chulatep <b>Senivongse</b> , Bangkok University, Bangkok, Thailand
<b>10:20</b>	Generative AI Applied to the Design Thinking Process in Knowledge Engineering Projects Ranieri <b>Alves dos Santos</b> , Fernando Alvaro Ostuni <b>Gauthier</b> , Marcelo <b>Macedo</b> and Vanessa <b>Roberg</b> , Federal University of Santa Catarina (UFSC), Brazil	Managing Environmental Knowledge in Enterprises: The Perspective of Young Employees Bartłomiej <b>Kabaja</b> , Krakow University of Economics, Kraków, Poland, Małgorzata <b>Jarossova</b> , EU v Bratislavie, Slovakia and Erica <b>Varese</b> , University of Torino, Italy	The Dynamics of Knowledge Social Sharing in the Major Wikipedia Language Versions Sebastian <b>Skolik</b> , Management Faculty, Czestochowa University of Technology, Czestochowa, Poland
<b>10:30</b>	AI-Driven Antifragile Knowledge Management System: Transforming ERP Simulated Disruptions into Learning Opportunities Hamid <b>Roham</b> , Elham Kamouri <b>Yousefabad</b> , Mohammadreza Shahbazi <b>Rad</b> , Mohammad Ali <b>Avestam</b> and Sepideh <b>Aghajani</b> , Mapna Turbine Blade Engineering and Manufacturing CO. (PARTO), Iran	3D printing Healthcare and Knowledge Management: Ethical and Anticipated Ethical Issues Richard <b>Wilson</b> , Towson University, Towson MD, United States and Ian <b>Holmes</b> , Towson University, United States (Presentation only)	Preserving Knowledge and Culture: Exploring the Relationship Between Intellectual Capital and Intangible Cultural Heritage Rozite Katrina <b>Ponne</b> , Business Competence Centre, Riga, Latvia
<b>10:50</b>	The Impact of Generative Artificial Intelligence on Knowledge Exchange in Supply Chains Justyna <b>Żywiołek</b> , Czestochowa University of Technology, Poland	AI, Knowledge Management and 3D printed Skin: Ethical and Anticipated Ethical Issues Richard <b>Wilson</b> , Towson University, Towson MD, United States and Ian <b>Holmes</b> , Towson University, United States (Presentation only)	Knowledge-Sharing Behaviour within a Non-profit Organisation: A Reflexive Thematic Analysis Paul <b>McManus</b> , Serge <b>Basini</b> and Aidan <b>O'Driscoll</b> , Technological University Dublin, Ireland
<b>11:10</b>	The Role of Knowledge Management Practices and Innovativeness on the Acceptance and Use of ChatGPT by University Students: A Conceptual Framework Abdo <b>Homaid</b> , Independent Researcher & Private Consultant, Helsinki, Finland (Presentation only)	AI-Supported Learning for Relational Capital Development: A Case Study in Higher Education Manfred <b>Bornemann</b> , Intangible Assets Consulting GmbH, Graz, Austria and Sebastian <b>Eschenbach</b> , FH Wien der WKW, Austria	Intellectual Capital Disclosure in Portuguese Listed Companies: A Longitudinal Approach José <b>Vale</b> , Iolanda <b>Cardoso</b> , Rui <b>Bertuzi</b> , Polytechnic Institute of Porto, Portugal and Maria C <b>Tavares</b> , University of Aveiro (ISCA-UA), Portugal
<b>11:30</b>	A Systematic Literature Review on GenAI Through the Lens of Corporate Sustainability Roberto <b>Cerchione</b> , Giuseppe <b>Liccardo</b> , and Renato <b>Passaro</b> , University of Naples "Parthenope", Italy	Rethinking on smart cities for green and knowledge-led sustainable urban future Mauro <b>Romanelli</b> , University of Naples Parthenope, Napoli, Italy	Sharing is Where the Heart is: A Mediation-Moderation Model of Trust and Generosity Influence on Knowledge Sharing in NPOs Carla <b>Curado</b> , Beatriz <b>Alberto</b> , Mirian <b>Oliveira</b> , and Tiago <b>Gonçalves</b> , ADVANCE/ISEG Research - ISEG, Universidade de Lisboa, Portugal & PUCRS, Brazil, Brazil
<b>11:50</b>	<i>Close of Virtual Conference</i>	<i>Close of Virtual Conference</i>	<i>Close of Virtual Conference</i>