27th European Conference on Knowledge Management

ECKM 2026 Virtual Programme

3-4 September 2026 hosted by ACPI and Niccolò Cusano University, Rome, Italy

Conference runs to Italian Summertime (GMT+2/CEST)

This is a Preliminary Timetable and is updated regualarly (Last updated: 27/08/2026)

Only Registered Participants are included on this programme.

Thursday 3 September

08:30	**Zoom Room 1 Opens**		
09:00	**Welcome and Opening of the Conference by Conference Chair Marco Valeri, Niccolò Cusano University, Rome, Italy**		
09:15	**Keynote Address: InKNOWation: When Knowledge Becomes Innovation** **Nóra Obermayer, University of Pannonia, Hungary**		
10:00	**Conference Splits into Streams**		
	Zoom Room 1 **Stream A: KM, Family Business and Employees** **Chair: Ali Hessami**	**Zoom Room 2** **Stream B: Tacit Knowledge** **Chair: Sima Fatemipour**	**Zoom Room 3** **Stream C: KM Issues** **Chair: Lisa Kruesi**
10:20	Environmental Knowledge Management from the Perspective of Young Employees: An Economic Sector Comparison Riccardo **Valente** and Bartłomiej **Kabaja**, Krakow University of Economics, Poland KM-240	Knowledge Management Culture in Public Organizations. Anahit **Gasparyan**, Central Bank of Armenia, Yerevan, Armenia (Presentation only) KM-012	Knowledge Management Framework for Evaluating Biomedical Information Systems: A Tool for Open Scholarship Lisa **Kruesi**, Frada **Burstein**, Monash University, Melbourne, Australia, Tanner **Kerry**, Monash University, Australia and Octavia **Madge**, University of Bucharest, Romania KM-086
10:40	Tacit Knowledge Sovereignty: Are some Small family Businesses Reluctant to Relinquish their Smallness? **Sreejith** S S, National Institute of Technology Calicut, Kozhikode, India and **Archana** J N, Vimal Jyothi Engineering College, Chemperi, India KM-227	Crafting with codes: Digital Preservation and Technology Adoption in Southeast Asian Heritage Razifah **Othman**, Haziah **Sa'ari,** Rabiatul **Adawiyah** Kamarulzaman, Muhammad Hakimi Tew **Abdullah** and Izzatil Husna **Arshad**, Universiti Teknologi MARA, Malaysia KM-017	Formation and Performance of International Industry-Academia Collaborative Research Teams Yukiko **Murakami**, Waseda University, Tokyo, Japan KM-034
11:00	Knowledge Management and Employee Retention Management in End-of-Life Children's Care. Magdalena **Fabjanowicz**, Gdańsk University of Technology, Poland KM-288	Knowledge Concealment in the Malaysian Public Administration: The Roles of Rewards, Internal Competition, and Interpersonal Distrust Suhaila **Osman**, Norhayati **Hussin**, Mohd Sazili **Shahibi** and Ahmad Nadzri **Mohamad**, Universiti Teknologi MARA (UiTM), Selangor, Malaysia KM-014	Knowledge Management in M&A: Pivotal Contributions from Human Resource Management Dora **Martins**, Ricardo **Machado**, Polytechnic of Porto, Portugal and Fábio **Rodrigues**, Yazaki Europe Middle East and Africa, Portugal KM-048
11:20	A Model Integrating Organizational Culture into Knowledge Sharing and Employee Development Ondřej **Saglena** and Renáta **Myšková**, University of Pardubice, Czech Republic KM-103	Beyond Expert Availability: Configuring Knowledge Continuity in Remote and Hybrid Teams Sabrina **von Nessen**, IU International University of Applied Sciences, Germany, Oberottmarshausen, Germany (Presentation only) KM-354	Development of a Human-Centric Systemic Interdisciplinary Approach to Enterprise Content Management Institutionalisation Martie **Mearns**, University of Pretoria, South Africa and Louisa **Venter**, Datacentrix (Pty) Ltd, South Africa KM-176
11:40	Can Universities Forge Organizational Readiness for AI Adoption? Evidence from Meta-Analysis Olga **Tunkevichus** and Konstantin **Bagrationi**, HSE University, Frankfurt am Main, Germany KM-133	Development a Structure of User Rights in the Knowledge Sharing Environment Sebastian **Skolik,** Czestochowa University of Technology, Poland KM-141	Comparative Analysis of the Efficiency Indicators of the Formation of Intellectual Capital in the field of Humanities and Arts Sciences Inese **Spica**, Rozite Katrina **Ponne**, Ernests **Spics,** Baiba **Berzina** and Peteris **Ponnis**, Scientific Institution Business Competence Centre, Riga, Latvia KM-207
12:00	Knowledge Dynamics in the Informal Tourism Ecosystem: A Case Study of Marrakech's Medina Chorouk **Bousbaa**, Mohamed **Boukherouk**, Cadi Ayyad University, Marrakech, Morocco and Franck **Chignier-Riboulon,** Clermont Auvergne University, Clermont-Ferrand, France (Presentation only) KM-342	Knowledge Sharing and Psychological Resilience: A Cluster Analysis of Future-oriented Competencies Anna **Albrychiewicz-Stocińska**, Częstochowa University of Technology, Częstochowa, Poland KM-123	From Underground to Intangible Heritage List: Berlin Techno as Intellectual Capital Rozite Katrina **Ponne**, Scientific Institution Business Competence Centre, Riga, Latvia KM-224
12:20	Digital Economy Competencies through a Knowledge Management Lens: Identifying the Drivers of Managerial Performance Zainal Abiddin **Morshidi**, Norhayati **Hussin**, Masitah **Ahmad,** Suhaila **Osman** and Nurul Syfa' Mohd **Tokiran**, University Technology MARA, Shah Alam, Selangor, Malaysia KM-282	New Trends Towards AI, Agility and Maturity in Learning Organisations : A Scoping Review Brenda **Van Wyk**, University of Pretoria, South Africa KM-185	Regional Knowledge Potential and Tourism Innovation in Poland: A Multi-Criteria Analysis Zbigniew **Zontek** and Ewa **Lipianin-Zontek,** University of Bielsko-Biala, Bielsko-Biala, Poland (Academic, Main) KM-249
12:40	***Lunch***	***Lunch***	***Lunch***

13:30	**Zoom Room 1** **Keynote Presentation: Keynote Presentation: Models of Knowledge Diffusion in the Context of Internationalization and Building Networks of Professional Service Organizations** **Sławomir Smyczek, University of Economics in Katowice, Poland**		
	Zoom Room 1 **Stream A: KM and AI** **Chair: Inese Spica**	**Zoom Room 2** **Stream B: Sustainability** **Chair: Maria Sousa**	**Zoom Room 3 (10 min presentations with discussion time)** **Stream C: PhD and Masters Colloquium** **Chair: Anthony Wensley**
14:20	From Ad Hoc to Repeatable: A Knowledge-Centric Framework for Introducing API Performance Testing Inga **Zilinskiene**, Mykolas Romeris University, Vilnius, Lithuania KM-235	Driving Sustainable Construction in Saudi Arabia: The Enabling Role of Technological Innovation and Knowledge Management Aligned to Vision 2030 Nasrullah **Khilji**, Prince Mohammad Bin Fahd University, Khobar, Saudi Arabia KM-019	Reframing Substantive Privacy Compliance as Dynamic Capabilities: An Integrated Conceptual Model Uyen **Nguyen** and Hiep **Pham**, RMIT University, Australia (PhD) KM-039 The Adoption of Green Knowledge Management in Startups: A Comparative Landscape Furong **Cai**, University of Padua, Vicenza, Italy, (PhD) KM-175 From Vision to Knowledge Flow: How Transformational Leadership Fosters Knowledge Sharing in the Polish Film Industry Tomasz **Zontek**, Warsaw University of Life Sciences, Poland (PhD) KM-162 A Taxonomy and Reference Architecture for AI-Enabled Industrial Knowledge Management Mohamed Amine **Guedria**, and Maximilian **Dommermuth**, Karlsruhe Institute of Technology, Germany (PhD) KM-333 Tax Incentives and Knowledge Heterogeneity: Short-term Stimulus or Long-term Stock? Hao **He**, University of Latvia and Arnis **Sauka**, Stockholm School of Economics in Riga, Latvia(PhD) KM-329 Belonging and Knowledge Articulation in Epistemically Fragile Communities of Practice Kirsten **Garbini** and Maria **Frahm-Are,** University of Johannesburg, South Africa (PhD) KM-067 Working with AI: A Practice-Based Study of Knowledge Sharing in a Multinational Enterprise Xiang **Li** and Bidyut **Baruah** University of York, UK (PhD) KM-155 From Adoption to Knowledge Utilisation: Understanding the Role of Value, Usage, and Social Perception in Generative AI Hao-Fan (Joshua) **Chumg**, and Ya-Li **Jhong**, National Chin-Yi University of Technology, Taichung City, Taiwan (R.O.C.) and Yeh-Jui **Liu**, National Central University, Taoyuan City, Taiwan (Masters) KM-269
14:40	How Universities Shape Responsible AI Use? A Three-Layer Gap Model Alina **Guzik,** Gdańsk University of Technology, Poland, and Adrian **Lis**, Gdańsk University of Technology, Poland KM-099	Knowledge Management for Sustainable Multidimensional Wealth: Reframing the Capital MSW Model Jose-Manuel **Vega-Baez**, Tecnologico de Monterrey, Campus Laguna, Mexico and Berenice **Juarez-Lopez**, Universidad Autonoma de Coahuila, Unidad Laguna, Mexico (Academic, Main) KM-272	
15:00	From SECI to EASCI: Operationalizing Tacit Knowledge Externalization Iren **Irbe**, Tallinn University, Estonia KM-130	Knowledge Sharing as a Factor in Building Competitive Advantage and Resilience Among Local Food Producers Agnieszka **Kurdyś-Kujawska**, Patrycjusz **Zarębski** and Norbert **Chamier-Gliszczyński**, Koszalin University of Technology, Poland KM-239	
15:20	When Knowing Outpaces Doing: Knowledge Management and the AI Implementation Gap in Innovation Partnerships Marita **McPhillips**, Gdansk University of Technology, Poland KM-177	Developing Knowledge-Based Dynamic Capabilities for Shared Value Creation in Circular Supply Networks Anna **Sibińska**, University of Łódź, Poland KM-076	
15:40	Embedding Responsible AI through Multidimensional Benchmarking and Organizational Learning Bibhas **Mondal**, Antarpath Impact Consulting, Kolkata, India, Parama **Bhaumik**, Jadavpur University, Kolkata, India and Siuli **Roy**, Heritage Institute of Technology, Kolkata, India KM-213	Knowledge-intensive Activities and Regional Inequalities in Poland: A Spatial Centre–periphery Analysis Patrycjusz **Zarębski**, Agnieszka **Kurdyś-Kujawska** and Norbert **Chamier-Gliszczyński**, Koszalin University of Technology, Poland KM-231	**Zoom Room 3 (5 min presentations with discussion time)** **Stream C: Virtual Poster Session** ***(15:40-16:00)*** From Innovation- and Unit- to Individual Ambidexterity: Multilevel Ambidexterity Effects Aleša Saša **Sitar**, Matej **Černe**, University of Ljubljana, Slovenia, Tomislav **Hernaus**, Sara **Melkić**, University of Zagreb, Croatia, Nicola **Cangialosi**, Università degli Studi di Milano, Italy (Poster) KM-276 Leading Through Knowledge: The Dual Paths from Leadership to Agility in Hotels Erik **Kalčić** and Aleša **Saša Sitar**, University of Ljubljana, School of Economics and Business, Slovenia (Poster) KM-275 Architecting Educational Resilience: AI-Enabled Knowledge Management Systems in Rivers State, Nigeria Anne **Briggs Famuyiwa,** ECHO- Education Climate Health Organization, Port Harcourt, Nigeria (Poster) KM-332
16:00	*Break*	*Break*	*Break*
	Zoom Room 1 **Stream A: KM and AI** **Chair: Rute Abreu**	**Zoom Room 2** **Stream B: AI and Digital KM** **Chair: Martie Mearns**	**Zoom Room 3** **Stream C: KM Issues** **Chair: Edmont Pasipamire**
16:20	From AI Readiness to Knowledge Capability: Competency Models for Generative AI Implementation Arno **Onnen**, University of Library Studies and Information Technologies, Sofia, Bulgaria KM-330	Integrating Organizational Knowledge Sources into a Knowledge Management Portal Negar Erfani **Jazi**, Ali **Kiani**, Arghavan **Aghadavoud**, Mobarakeh Steel Company, Iran, Mohsen **Kermani**, Pasargad Software Consultants Company, Iran (Non-Academic Contribution) KM-149	Reporting Errors, Repairing Knowledge: Inside Wikipedia's Public Knowledge Quality Assurance Anna **Karczewska**, Czestochowa University of Technology, Poland KM-190
16:40	Identifying Cross-Cultural Leadership in the Interpretation of Generative Artificial Intelligence (AI) Models Atasever **Mesut**, Anna **Sołtysik-Piorunkiewicz**, Usak, Turkey, Witold **Chmielarz** and University of Warsaw, Poland KM-046	Meta-Books: Restructuring Organisational Knowledge for Agentic AI Reasoning Sima **Fatemipour**, Metis Co-Intelligence, UK KM-277	Shaping Knowledge as an Element of the Functioning of Short Food Supply Chains Norbert **Chamier-Gliszczynski,** Agnieszka **Kurdyś-Kujawska** and Patrycjusz **Zarębski**, Koszalin University of Technology, Poland KM-241
17:00	The role of AI in enhancing competencies and building autonomy in the professional sphere Katarzyna **Kukowska**, Czestochowa University of Technology, Poland KM-228	GenAI in Higher Education: Perceived Benefits and Risks and their Implications for KM and Trust Godwin **Akrong**, Max **Evans**, McGill University, Montreal, Canada and Anthony **Wensley**, University of Toronto Mississauga, Canada KM-251	Lessons Learned from Tacit Knowledge Management During and Post COVID-19: Key Factors that Impact Current Remote and Hybrid Work Environments Kimiz **Dalkir** and Rebekah **Willson**, McGill University, Montreal, Canada (Presentation only) KM-348
17:20	**Close of conference day**		

	Friday 5 September	
10:15	**Zoom Room 1 Opens**	
10:40	**Zoom Room 1** **Keynote Presentation: Keynote Presentation: Future of Innovation: AI, Robots and the Role of Human Creativity** **Marina Dabić, University of Dubrovnik, Croatia**	
11:20	**Introduction to ECKM 2027**	
11:30	***Conference Splits into Streams***	
	Zoom Room 1 **Stream A: Leadership, Competence and Marketing** **Chair: Ann Svensson**	**Zoom Room 2** **Stream B: AI and Digital KM** **Chair: Jose Vale**
11:40	Seeds in Concrete: How Women Leaders Drive Organizational Change in the Climate Transition Tamara **Menichini**, Stefania Roberta **Miccoli**, Nicoletta Maria **Strollo**, University of Rome Niccolò Cusano, Italy KM-274	Digital Bridges of Continuity: A Thematic Analysis of Knowledge Management, Digital Transformation, and Succession Planning in Family Businesses Edmont **Pasipamire**, Rosebank International, Cape Town, South Africa and Rexwhite Tega **Enakrire**, University of Johannesburg, South Africa KM-336
12:00	Knowledge Management during Organizational Crisis: The Influence of Leadership Ann **Svensson** and Lena **Aggestam**, University of Gävle, Sweden KM-025	AI-Enabled Digital Knowledge Systems, Organizational Learning, and Strategic Decision-Making Peter **Mkhize**, University of South Africa, Florida, South Africa KM-139
12:20	Knowledge Transfer in Constructing a Teaching Librarian's Competence Index: A Modified Delphi Study Mohd Razif **Dzulkipli**, Roziya **Abu**, Saluwa **Jamal**, Universiti Teknikal Malaysia Melaka, Malaysia and Norshila **Shaifuddin**, Universiti Teknologi Mara, Malaysia (Academic, Main) KM-021	AI Readiness in Organisations: A Systematic Literature Review and the TOP-L Framework Development Maria **Kretschmer**, Alice **Coen** and Ronald **Orth,** Fraunhofer Institute for Production Systems and Design Technology IPK, Berlin, Germany KM-138
12:40	A Bibliometric Analysis of Knowledge Management Research in Marketing Ümmü **Saliha** Eken **İnan**, Selcuk University, Türkiye KM-172	The Use of Artificial Intelligence in Knowledge Management and Corporate Decision-Making Processes Judyta **Kabus**, Jan Dlugosz University, Częstochowa, Polska KM-344
13:00	Rethinking KM within post-truth era. Human centered path forward Marta-Christina **Suciu**, Bucharest University of Economic Studies, România, Marco **Savastano**, Irina **Gorelova**, Sapienza University of Rome, Italy, Irina **Codita**, Carol Davila University of Medical Studies, Bucharest, România - Presented by Adriana **Godeanu Metz** KM-247	Reconceptualising AI-Enabled Knowledge Management: Implications for Organisational Learning and Strategic Decision-Making Lindokuhle **Mkhize** and Mogie **Subban**, University of KwaZulu Natal, Durban, South Africa KM-168
13:20	***Close of Virtual Conference***	***Close of Virtual Conference***

27th European Conference on Knowledge Management

ECKM 2026 Physical Programme

3-4 September 2026 at Niccolò Cusano University, Rome, Italy

Wednesday 2 September

18:00 **Pre-conference Registration and Welcome Drink at (ends at 19:00) Clash Bar at NYX Hotel Rome, Via Cicerone, 55 00193 Roma, Italy**

Thursday 3 September

08:30 **Registration and Coffee**

09:00 **Anna Pirozzoli Room**

Welcome and Opening of the Conference by Conference Chair Marco Valeri, Niccolò Cusano University, Rome, Italy

09:15 **Keynote Presentation: InKNOWation: When Knowledge Becomes Innovation**

Nóra Obermayer, University of Pannonia, Hungary

10:00 **Conference Splits into Streams**

	Room: 8 **Stream A: New Frontiers in Agentic AI, KM for Strategic Forecasting in Learning Organizations** **Chair: Lenka Labudová**	**Room: 9** **Stream B: The Impacts of Generative AI on Individual, Group, and Organizational Knowledge Management** **Chair: Liu Gang & Jacky Hong**	**Room: 10** **Stream C: Reclaiming Organizational Knowledge in an Age of Post-Truth Disruption** **Chair: Tone Vold**
10:20	Dynamic Dialogue for Organizational KnowledgeAcquisition: Expert Insights on Agentic AI use for AI Readiness Assessment Krzysztof **Jonak** and Andrzej **Wodecki**, Warsaw University of Technology, Poland KM-047	Vulnerabilities and Risks Within the Hybrid Knowledge Management Systems that Integrate Human and Artificial Knowledge Constantin **Bratianu**, Bucharest University of Economic Studies, Romania KM-054	Structured Knowledge Quality for Reliable Intelligence in the Post-Truth Era Lucian Theodoric **de Koker**, University of Johannesburg, South Africa KM-234
10:40	Agentic AI for Workforce Foresight: Enabling Intersectoral Competence Transfer in Engineering Consulting Asmaa **Abid-Baudin**, Thibault **Desbois**, Karine **Sacépé** and Laurent **Lefebvre**, Capgemini Engineering, Issy-Les-Moulineaux, France KM-220	From Knowledge Retrieval to Execution: Designing Executable Knowledge Systems Sara **Michelazzo**, Kaur **Parmeet** and Saxena **Saurabh**, Thoughtworks, Chicago, USA (Non-Academic Contribution) KM-070	Transfer of Knowledge to the Future Workforce through Optimizing Work-Integrated Learning Nontuthuko **Pahla**, Patrick **Mhlongo**, Smangele **Moyane** and Ntando **Nkomo**, Durban University of Technology, South Africa KM-090
11:00	Innovative Capacity as a Strategic Enabler of Transformational Change in the Public Sector: A Knowledge Management Perspective Sibongile J M **Nhlapho** and Ndwakhulu **Tshishonga**, University of KwaZulu Natal, Durban, South Africa KM-270	Generative AI and Knowledge Creation: Comparing Proposals for Revising the SECI Model Enrico **Scarso**, Università di Padova, Vicenza, Italy and Kathirn **Kirchner**, DTU, Denmark KM-093	Exploring A Learning Organization Philosophy to Foster Intellectual Capital Development in A Selected University Patrick **Mhlongo**, Durban University of Technology, South Africa KM-088
11:20	Digital Trust in E-Commerce: A Netnographic Study of Risk, Security and Knowledge-Sharing Wafeequa **Ben**, University of Johannesburg, South Africa KM-010	An Exploratory Study of Traditional and AI Augmented Knowledge Sharing Techniques for Organisational Performance Pheladi **Lefika**, University of Johannesburg, South Africa KM-171	Explaining Knowledge Mismatch: When Organizational Control Is Mistaken for Strategic Change in Dynamic Capabilities Henri **Karppinen**, LAB University of Applied Sciences, Lappeenranta, Finland KM-142
11:40	Multimodal Neurosymbolic Agentic Systems for Cross-Domain Intelligence Derivation Pier Mattia **Basciano** and Salvatore **Monteleone**, Universitá degli Studi Niccoló Cusano, Rome, Italy KM-230	Generative AI in Knowledge Management: A Comparative Mixed Methods Study of Jordan and Europe Manal **Taqatqa**, and Rami H **Aljbour**, University of Petra, Amman, Jordan KM-308	Knowledge Governance in the Post-Truth Era: The Manosphere as a Competing Knowledge Regime Victoria **Ourzik** and Jade **Kim**, Technological University Dublin, Faculty of Business, Dublin, Ireland KM-205
12:00	Using GenAI in the Academic Environment: A Survey on the Experience of Students of the Faculty of Business Administration Ludmila **Mládková**, Prague University of Economics and Business, Czech Republic KM-096	The Impacts of AI-Office Assistants' Application on the Well-Being of Employees: An Empirical Study Gang **Liu**, Yuxin **Lin**, Ying **Zhang** and Yuefan **Zhuo**, Business School, Shenzhen Technology University, China, KM-102	Quality of Knowledge in Sustainability Reports: A Comparative Analysis Using ESG Disclosure Scores Patrycja **Krawczyk** and Patrycja **Kokot-Stępień,** Czestochowa University of Technology (CUT), Poland KM-119
12:20	***Lunch***	***Lunch***	***Lunch***

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Wednesday 2 September

18:00 **Pre-conference Registration and Welcome Drink at (ends at 19:00) Clash Bar at NYX Hotel Rome, Via Cicerone, 55 00193 Roma, Italy**

Thursday 3 September

08:30 **Registration and Coffee**

09:00 **Anna Pirozzoli Room**

Welcome and Opening of the Conference, by Conference Chair Marco Valeri, Niccolò Cusano University, Rome, Italy

09:15 **Keynote Presentation: InKNOWation: When Knowledge Becomes Innovation**

Nóra Obermayer, University of Pannonia, Hungary

10:00 **Conference Splits into Streams**

	Room: 11 **Stream D: Public Services** **Chair: Florinda Matos**	**Room: 12** **Stream E: Tacit Knowledge** **Chair: Eli Hustad**	**Room: 13** **Stream F: Knowledge Sharing** **Chair: Grace Mutsvunguma**	**Room: 7 (Floor 1)** **Stream G: Digitalisation** **Chair: Henri Hussinki**
10:20	Knowledge Management in Finnish Public Healthcare Organizations Paula **Pusenius**, Harri **Laihonen**, Tuomas **Hujala**, and Pia **Seppänen** University of Eastern Finland, Finland KM-071	From Tacit Knowledge to Structured Documents: A Framework for Knowledge Elicitation Sylvain **Roudiere** and Bianca **Lento** LR Technologies, Toulouse, France KM-095	Integrating Agile Principles into Knowledge Management for Effective Knowledge Sharing Andrea **Janáková Sujová**, Technical University in Zvolen, Slovakia KM-299	Knowledge Management Processes in Software Reuse: A Rapid Review Emilly **Lopes,** Matheus **Argôlo** and Carlos Eduardo **Barbosa**, Federal University of Rio de Janeiro, Brazil et al. KM-041
10:40	Collective Knowledge Formation as a Prerequisite for Managing Public Sector Effectiveness Harri **Laihonen**, University of Eastern Finland, Kuopio, Finland, Lotta-Maria **Sinervo** and Anna-Aurora **Kork**, University of Vaasa, Finland KM-073	Agile Organisation and Tacit Knowledge Sharing Wioleta **Kucharska** and Maciej **Kucharski,** Gdansk University of Technology, Gdansk, Poland Jari **Jussila,** Häme University of Applied Sciences, HAMK Design Factory, Finland KM-022	Connect To Success: Knowledge Sharing by Corporate Mentoring Sandra **Moffett**, Andrea **Reid**, Ulster University, Londonderry, Northern Ireland and Kim **Sawyer**, Babson College, Boston, USA KM-043	Knowledge Management and Digitalization Potential in Employee Sickness Absence Management Processes Mikołaj **Zając**, Marek **Goliński**, Conperio, Poland, Maciej **Szafrański**, Katarzyna **Szymańska**, Poznań University of Technology, Poland KM-111
11:00	Creation of Customer Knowledge in a B2B- Centred Innovation Ecosystem: A Single-Case Research Kirsi **Meriläinen**, Kajaani University of Applied Sciences (KAMK), Finland KM-116	The Four Pillars of Scientific Tacit Knowledge as Exemplified by Individuals with Long Scientific Seniority Katarzyna **Tomiczak**, Warsaw University of Technology, Poland KM-091	Understanding Knowledge Sharing Among Millennials using a Processual Nonlinear Model: A Longitudinal Qualitative Study Tiago **Gonçalves**, Carla **Curado**, Paulo **Lopes Henriques** and Mírian **Oliveira**, Universidade de Lisboa, Lisbon, Portugal KM-	Entrepreneurial Orientation and Competitive Advantage: The Mediating Role of Knowledge Sharing in Enterprises Karolina **Okręglicka** and Anna **Lemańska-Majdzik**, Czestochowa University of Technology, Poland KM-115
11:20	Strategic PIAO Communication for Public Value Creation in Local Government Alberto **Trinchini**, Fabio **Zuccarini**, Marco **Berardi**, and Andrea **Ziruolo**, "G. d'Annunzio" University of Chieti-Pescara, Italy KM-321	K-GRASP: Tacit Knowledge Externalization with Language Models and Knowledge Graphs Rafael **Luna**, Gabriel **Luna**, Matheus **Argôlo**, and Carlos Eduardo **Barbosa** and Jano de Souza et al. Federal University of Rio de Janeiro, Brasil KM-146	Increasing Expertise and Sharing Knowledge in the Business Service Team of an Expert Organization Vesa **Alatalo** and Emma **Latvala**, LAB University of Applied Sciences, Lahti, Finland KM-122	Digital Literacy and Knowledge Sharing Among Young Professionals: A Mixed-Methods Study Wafeequa **Ben**, University of Johannesburg, South Africa KM-011
11:40	Knowledge Management and Public Value in Municipal Mergers: The Nuova Pescara Case Fabio **Zuccarini**, Alberto **Trinchini**, Simone **Cifolelli** and Andrea **Ziruolo**, "G. d'Annunzio" University of Chieti-Pescara, Italy KM-322	Retaining Tacit Knowledge Through performance Management Systems in South African Public Sector Enterprises Malefetjane **Phaladi**, Durban University of Technology, South Africa KM-295	Knowledge Co-Creation and Self-Organization Improvement by Knowledge Sharing in Communities of Interest Saulė **Jokūbauskienė**, Vilnius university, Lithuania KM-124	Knowledge Sufficiency in the Era of Contemporary Digital Technologies Henri **Hussinki**, LUT University, Lahti, Finland KM-101
12:00	Toward a Systematic Framework for Actionable Knowledge Marcel **Müller**, Planning Office of the GermanFederal Armed Forces, Germany and Georg-Friedrich **Göhler**, Helmut-Schmidt Universität, Hamburg, Germany KM-023	Future-Proof Knowledge Management for Regenerative Value Ecosystems Emőke **Takács** and Toon **Abcouwer**, ERI Hungary - European Research Institute Hungary, Budapest, Hungary/Netherlands	Complimentary Themes for Information and Knowledge Management Practitioners in the 4IR Kagiso **Mabe**, University of Johannesburg, South Africa and Kelvin **Bwalya**, Sohar University, Oman KM-197	
12:20	***Lunch***	***Lunch***	***Lunch***	***Lunch***

	Thursday 3 September Continued		
13:30	**Anna Pirozzoli Room** **Keynote Presentation: Models of Knowledge Diffusion in the Context of Internationalization and Building Networks of Professional Service Organizations** **Sławomir Smyczek, University of Economics in Katowice, Poland**		
	Room: 8 **Stream A: KM Issues** **Chair: Bianca Lento**	**Room: 9** **Stream B: The Impacts of Generative AI on Individual, Group, and Organizational Knowledge Management** **Chair: Liu Gang & Jacky Hong**	**Room: 10** **Stream C: AI** **Chair: Tomasz Eisenbardt**
14:20	Bridging the Epistemic Divide: A Knowledge Management Analysis of Traditional Water Wisdom and Contemporary Governance, Case study of the Ourika Valley (Morocco) Mohamed **Boukherouk**, Mohammed **El Aklaa**, and Tarik **El Orfi**, Cadi Ayyad University, Marrakech, Morocco KM-287	Integration of AI-Generated Information Into Organizational Knowledge Through Coherent HRM- and KMM Processes Marco **Wiersma,** Klara **Paardenkooper** and Raymond **Hoogendoorn**, Rotterdam University of Applied Sciences, The Netherlands KM-134	AI Copilots and Knowledge Creation in Maritime Fishing Operations Irina-Emily **Hansen**, Ola Jon **Mork,** Lars Andre Langøyli **Giske** and Paul Steffen **Kleppe**, NTNU, Aalesund, Norway M-159
14:40	The ERC Archive: preserving institutional memory and unlocking knowledge as a strategic asset in Europe's leading frontier research funder Michela **Corsini**, European Research Council Executive Agency (ERCEA), Bruxelles, Belgium (Presentation only) KM-343	From Unstructured Procedural Text to Knowledge Graphs: Comparing LLM-based Extraction Strategies Erik **Sörqvist,** Kenneth **Obinna**, Clara **Bersch**, Adam **Altenbuchner** and Jörg **Krüger,** Technical University Berlin, Germany KM-198	Artificial Intelligence: The Key to Information and Knowledge Management Maturity in Organisations Kagiso **Mabe**, University of Johannesburg, South Africa and Kelvin **Bwalya**, Sohar University, Oman KM-196
15:00	Knowledge Management Skills in the Agentic Era: Insights from Knowledge Management Academics Pheladi **Lefika**, University of Johannesburg, South Africa KM-166	A Multi-Agent Approach to Technology Intelligence: From Patents to Market Signals with Large Language Models Jan **Černý**, Prague University of Economics and Business, Czech Republic KM-286	Is Artificial Intelligence a Better Researcher than Humans ? Eduardo **Tomé**, Lusofona University Lisbon, Portugal, Gaby **Neumann**, Wildau Technical University, Germany and Igor **Lopes Martinez**, Technological University of Havana José Antonio Echeverría (CUJAE), Cuba KM-293
15:20	University Students' Employment Preferences: A Comparative Analysis of Family and Non-Family Businesses Anna Maria **Melina**, University of Messina, Italy, Walter **Vesperi,** University of Palermo, Italy, Concetta Lucia **Cristofaro,** E-Campus University, Novedrate, Italy, Rocco **Reina** and Marzia **Ventura,** University Magna-Græcia of Catanzaro, Italy	Indigenous Data and Knowledge Sovereignty in the age of Digital Transformation: Navigating the Way Forward Collence **Takaingenhamo Chisita**, and Tlou Maggie **Masenya**, Durban University of Technology, South Africa KM-160	Mapping the Intellectual Structure of Artificial Intelligence in HRM Rasti **Blbas** and Dagmara **Lewicka**, AGH University of Krakow, Poland KM-331
15:40	Mapping the Intellectual Structure of Digital Youth Civic Engagement and Volunteering: A Bibliometric Analysis Hatice Büber **Kaya**, Kırklareli University, Türkiye (Presentation only) KM-341	Generative AI and Knowledge Management: A Multimodal Perspective on Knowledge Creation Anastasiia **Iufereva**, IULM, Milan, Italy and Peter **Mozelius**, Mid Sweden University, Sweden KM-032	Acceptance of and Trust in the use of Artificial Intelligence in Organisational Management' Małgorzata **Oleś-Filiks**, University of Warsaw, Poland KM-060
16:00	*Refreshment Break*	*Refreshment Break*	*Refreshment Break*
	Room: 8 **Stream A: New Frontiers in Agentic AI, KM for Strategic Forecasting** **Chair: Walter Vesperi**	**Room: 9** **Stream B: The Impacts of Generative AI on Individual, Group, & Org KM** **Chair: Liu Gang & Jacky Hong**	**Room: 10** **Stream C: Education** **Chair: Sandra Moffett**
16:20	Developing and Implementing a Strategic Intelligence Framework: A Knowledge Governance Architecture Lucian Theodoric **de Koker** and Tanya **du Plessis**, University of Johannesburg,	A Decision-Centric Knowledge Architecture for Knowledge Retention Manfred **Bornemann**, Intangible Assets Consulting GmbH, Graz, Austria KM-264	Transformational and Transactional Leadership and Psychological Empowerment in European Higher Education Anna **Feldman**, Glion Institute of Higher Education, Bulle, Switzerland
16:40	Hybrid ARIMA-LSTM Knowledge Management for Strategic Tourism Demand Forecasting in Morocco Lamiae **Benhayoun** and Ikram **Assaid**, International University of Rabat, Morocco KM-289	Exploring the Role of Generative AI in Knowledge Sharing and Innovation: A Study of Norwegian Organizations Aurelie Aurilla **Bechina Arntzen**, Neno **Ruseno**, University of South Eastern Norway, Kongsberg, Norway, Tone **Vold**, University of Inland Norway, Rena, Norway KM-100	Knowledge Management in Times of Uncertainty: Barriers and Opportunities in Graduate Education Aiko **Varela Aguilar** and Elsa Catalina **Olivas Castellanos**, Tecnologico de Monterrey, Hermosillo, Mexico KM-173
17:00	Integrating Generative AI into Knowledge-Intensive Environments: Insights from Agile Workers Nima **Taraghi**, Enrico **Scarso** and Tomas Cherkos **Kassaneh**, University of Padova, Vicenza, Italy, Kathrin **Kirchner**, Technical University of Denmark, Denmark, KM-108	Enacting Explainability: Knowledge Practices Around Generative AI in a Consulting Firm Magnus Erga **Skreden**, GlobalConnect, Norway, Eli **Hustad**, University of Agder, Kristiansand S, Norway, and Per Olav **Svendsen**, Eramet Norway, Norway KM-163	Knowledge-Transfer Practices in Postgraduate Supervision: AnAnalysis of Selected South African Universities Bongekile Pretty **Mpungose**, Malefetjane Phineas Phaladi and Collence Chisita, Durban University of Technology, South Africa KM-203
17:20	**Close of conference day**		
19:30	**Conference Dinner at the Cuccurucù restaurant at the Capoprati Park - Via Capoprati, 10, 00135, Rome**		

	Thursday 3 September Continued		
13:30	**Anna Pirozzoli Room** **Keynote Presentation: Models of Knowledge Diffusion in the Context of Internationalization and Building Networks of Professional Service Organizations** **Sławomir Smyczek, University of Economics in Katowice, Poland**		
	Room: 11 **Stream D: Social Issues and Diversity** **Chair: Harri Laihonen**	**Room: 12** **Stream E: PhD and Masters Colloquium** **Chair: Sławomir Smyczek and Constantin Bratianu** ***(10 min presentations with discussion time)***	**Room: 13** **Stream F: KM Excellence Awards** **Chair: Scott Erickson & Nóra Obermayer**
14:20	Diversity Wisdom: From Diversity Management to Value Creation Miroslaw **Wojcik**, Warsaw University of Technology, Warsaw, Poland KM-066	Rethinking Knowledge Creation in the Age of AI: Insights from IT Sector Giuseppe **Liccardo** University of Naples "Parthenope", Italy (PhD) KM-035 Educational Integration, Social Inclusion and Transition to Work: A Scoping Review of Conceptual Frameworks Maj-Britt **Tallbacka** and Maud **Reveilhac** LUT University, Lahti, Finland (PhD) KM-319 Deriving Uncertain Knowledge in Knowledge Graphs Under Theoretical Mapping of Heuristics Simon **von Oppenkowski**, Benedikt **Lerch** and Clemens **Schnattinger** Baden-Wuerttemberg Cooperative State University, Loerrach, Germany (PhD) KM-297 From Compliance to Integration: A Knowledge Management-based Maturity Model for Quality Culture in Portuguese Higher Education Sílvia **Santos**, University of Coimbra, Portugal (PhD) KM-037 A Sociomaterial Framework for Orchestrating Knowledge Co-creation in Expert Communities Niina **Salo**, LUT University, Finland (PhD) KM-058 Knowledge-Based Analysis of Open Data Marius Marian **Dinu** and Anca Daniela **Ionita**, National University of Science and Technology Politehnica Bucharest, Romania (PhD) KM-170 Understanding Healthcare Professionals' Acceptance and Use of AI-based Medical Devices in Saudi Arabia's Vision 2030 Context Khawlah **Alyami**, Amin **Tabassi**, The Manchester Metropolitan University, UK (PhD) KM-127 An Information Systems-Supported Strategy for Managing Tacit Knowledge in Organisations Moritz Maximilian **Rau** and Erik **Perjons**, Stockholm University, Austria/Sweden (Masters) KM-318	How Knowledge Scaling Strengthened Intellectual Capital to Support Sustainable Socio-Economic Development in Paraguay Through an EU-Funded Programme: Transforming Disruption into Positive Impact Palmira **López-Fresno**, OBS Business School. Barcelona & **Dorina Nicoara-Popescu**, University of Barcelona, Spain You are Welcome: Knowledge Management Drivers to Co-Create Public Values in a Reception Center for Unaccompanied Refugee Minors Marco **Berardi**, Università degli Studi: "Gabriele d'Annunzio" di Pescara, Italy KM-comp-003 4NP - Active Global Learning and Skill Development Sandra **Moffett**, Ulster University, Northern Ireland KM - comp-006 Competence Management in Industry: An AI-Driven Approach to Taxonomy Enrichment and Integration Giuliana **Barba**, University of Salento, Italy KM- comp-007
14:40	Constructing an Organizational Resilience Index for Decision Making Rolf Johan **Bye** and Trine Marie **Stene**, SINTEF, Trondheim, Norway KM-140		
15:00	Managing Knowledge for Social Impact: How Academic Research Advances Sustainable Business Practices Magdalena **Grebosz-Krawczyk**, Lodz University of Technology, Poland KM-087		
15:20	AI Chatbot Knowledge-centric Services for Enhanced Customer Interaction Sithembiso **Khumalo**, Tryphosa **Mashigo** and Wafeequa **Ben**, University of Johannesburg, South Africa KM-008		
15:40	Social Identity and Knowledge Formation Henna-Riikka **Launonen**, Harri **Laihonen** and Riikka **Sujamo**, University of Eastern Finland, Kuopio, Finland KM-072		
16:00	*Refreshment Break*	*Refreshment Break*	*Refreshment Break*
	Room: 11 **Stream D: Digital Threats, Dark Data and a Digital Divide** **Chair: Andrea Reid**	**Room: 12** **Stream E: PhD and Masters Colloquium** **Chair: Sławomir Smyczek and Constantin Bratianu**	**Room: 13** **Stream F: Psychology and Theory** **Chair: Clara Bersch**
16:20	Exposing the Organisational Damage Caused by Dark Data and How to Prevent It Graham **Chant**, Stewart Barr & Associates, Adelaide, Australia KM-	Sustainable Knowledge Management System: An Interplay of Creativity and Routines Shivangi **Tiwari**, IIM Bodhgaya, Gaya, India and Teena **Bharti**, IIM Bodhgaya, India (PhD, Presentation only) KM-145 Organizational Unlearning in Angolan Ports: A Path to Digitalization and the Blue Economy Osvaldo **Cruz** and Paulo **Pinheiro**, Universidade da Beira Interior, Covilhã, Portugal (PhD) KM-271 Tracing Knowledge Flows in Financial Markets with Hybrid Sentiment AI Peter **Németh** and Mária **Bohdalová**, Comenius University Bratislava, Bratislava, Slovakia (PhD) KM-223 Adapting InCaS as an Acceleration Architecture for Emerging Organisations: A Work-in-Progress Report Vanessa **Ribeiro** & Jefferson, **Gomes** ITA - Brazilian Aeronautics Institute of Technology, Brasilia, Brazil (Masters) KM-244 How Does Knowledge Sharing Within Communities of Practice Drive Innovation? Anna **Kleynhans**, Ireland and Geraldine **Hamill**, Technological University Dublin, Ireland (Masters) KM-281	Variation, Selection, and Retention in Knowledge Management: An Evolutionary Integrative Review Alessandra **Vitale** and Marco **Valeri**, Niccolò Cusano University, Italy
16:40	Knowledge and Awareness of Digital Threats: Asymmetry Between Perceived Vulnerability and Severity Among Generation Z Tomasz **Eisenbardt**, University of Warsaw, Warszawa (Warsaw), Poland, Monika **Eisenbardt**, University of Economics in Katowice, Poland and Alicja **Fandrejewska-Nowakowska**, Warsaw University of		The Autonomy Paradox: A Longitudinal Study of Knowledge Workers' Fuzzy Work-Life Boundaries Khadir **Khadir**, Pascale **Peters**, Nyenrode Business University, Breukelen, The Netherlands and Jelena **Gordijenko**, Enreach, The Netherlands (Presentation only) KM-117
17:00	Knowledge Management Approaches to Open Access and Knowledge Equity: Bridging the Digital Divide in South African Higher Education Grace **Mutsvunguma** and Madelein **Fombad**, University of South Africa KM-074		Tacit Knowledge in University Research Commercialisation: Relational Dynamics and Ethical Tensions Outi-Maaria **Palo-oja**, LAB University of Applied Sciences, Lappeenranta, Finland KM-174
17:20	**Close of conference day**		
19:30	**Conference Dinner at the Cuccurucù restaurant at the Capoprati Park**		

Friday 4 September

	Room: 8 **Stream A: Innovation** **Chair: Lucian Theodoric de Koker**	**Room: 9** **Stream B: Leadership** **Chair: Nuno Matos**	**Room: 10** **Stream C: KM Issues** **Chair: Enrico Scarso**
09:00	From Training to Innovation: The Mediating Role of Learning-Oriented Management Practices in Firms Marek **Brokeš** and Viktor **Prokop**, University of Pardubice , Czech republic KM-222	When Values Matter: Middle Managers' Behaviour and Knowledge Hiding in Public Organizations Ingrida **Girnienė**, Neringa **Mikėnaitė**, Vilnius University, Lithunia and Zenona Ona **Atkočiūnienė**, Vilnius Tech, Lithuania KM-144	Knowledge Management Processes and Cultural Context in ESG Disclosure: A SIPOC Conceptual Framework Elena **Fleca**, National University of Science and Technology Politehenica, Bucharest, Romania, Andrzej **Marcinkowski,** Lodz University of Technology, Poland and Zdenka **Konecna,** Brno University of Technology, Czechiaet al. KM-
09:20	The Value of Digital Innovations in Brand Communication for Generation Z Tabita **Vagala** and Anna **Zaušková**, University of Ss. Cyril and Methodius in Trnava, Slovakia KM-255	Emotionally Intelligent Leadership as a Generative Mechanism for Knowledge Management: A Multilevel Theory of Cultural Alignment and Change Kendra **Albright**, University of Tennessee, Knoxville, USA KM-150	Intellectual Capital Management and ESG in SMEs: An Exploratory Analysis Ana **Dinis** and Florinda **Matos**, Instituto Universitário de Lisboa (ISCTE-IUL), Lisbon, Portugal KM-258
09:40	From Relationships to Innovation: How Social Capital Resources Influence Knowledge Exchange and Employee Innovative Potential in High-Tech Industries Felicjan **Bylok**, Czestochowa University of Technology, Poland KM-221	Scaling Human Capabilities: A Learning Architecture for Knowledge Management Joachim **Schmitt**, TH Aschaffenburg University of Applied Sciences, Germany KM-327	Artificial Intelligence for ESG Reporting: A Knowledge Management Perspective Tamara **Menichini**, Stefania Roberta **Miccoli** and Nicoletta Maria **Strollo**, Niccolò Cusano University, Rome, Italy KM-238
10:00	**Poster Presentations and Refreshments**		
10:40	**Anna Pirozzoli Room** **Keynote Presentation: Future of Innovation: AI, Robots and the Role of Human Creativity** **Marina Dabić, University of Dubrovnik, Croatia**		
11:20	**Introduction to ECKM 2027**		
11:30	***Conference Splits into Streams***		
	Room: 8 **Stream A: Consumers** **Chair: Sithembiso Khumalo**	**Room: 9** **Stream B: Human and Inellectual Capital** **Chair: Kendra Albright**	**Room: 10** **Stream C: Measurements** **Chair: Wioleta Kucharska**
11:40	Perceived Benefits of Customer Engagement for Companies: An Empirical Study on Customer Knowledge and Value Co-Creation Monika **Eisenbardt**, University of Economics in Katowice, Poland KM-049	Intellectual capital and performance in Croatian academic libraries: An Empirical Analysis Ljiljana **Poljak Bilić,** University of Zadar, Croatia KM-219	Theoretical Framework for Completeness and Consistency of Knowledge in Generative AI LLMs Thuan **Nguyen**, University of North Texas, Denton, USA KM-183
12:00	Business analytics and firm resilience Henri **Hussinki**, Aino **Kianto**, Abdo Ali **Homaid** and Johanna Orjatsalo, LUT University, Lahti, Finland (Presentation only) KM-211	Intellectual Capital for Monitoring Technology Transfer Maturity in National Innovation Systems Vanessa **Ribeiro**, Jefferson **Gomes** and Denise **Pereira**, ITA - Brazilian Aeronautics Institute of Technology, Brasilia, Brazil KM-245	Digital Media Metrics for Valuing Knowledge Assets Scott **Erickson**, Ithaca College, Ithaca, USA KM-184
12:20	Learning through Experimentation: Growth Hacking in Organisational Development Strategy Marta **Szczepańczyk**, Czestochowa University of Technology, Poland KM-236	From Activity Implementation to Systemic Intellectual Capital Managment: Reframing Technical Cooperation for Effectiveness and Sustainability Palmira **Lopez-Fresno**, OBS Business School, Barcelona and Dorina **Nicoara-Popescu**, University of Barcelona, Spain (Presentation only) KM-353	Measuring the Unmeasurable? Toward A Transformative Knowledge Balance Framework for Spiritual Knowledge Management Alexander **Kaiser**, Ernst **Wageneder**, Vienna University of Economics and Business, Austria KM-189
12:40	HEAL: Human-Expert Assisted Learning for Collaborative Medical Agents Matheus **Argôlo**, Rafael **Luna**, Gabriel **Luna** and Carlos Eduardo **Barbosa**, Federal University of Rio de Janeiro, Brazil (Presentation only) KM-339	Planning and Management Competency Among Business Students in East-central Mexico Beatriz Ochoa **Ramírez** and Elsa Catalina **Olivas Castellanos**, Tecnologico de Monterrey, Mexico KM-325	Optimization Tool or Radical Transformation? The Ambivalent Role of Generative AI in Organizational Innovation Giuseppe **Liccardo** and Roberto **Cerchione**, University of Naples Parthenope, Italy KM-042
13:00	***Lunch***	***Lunch***	***Lunch***

Friday 4 September

	Room: 11 **Stream D: KM in Tourism** **Chair: Jan Černý**	**Room: 12** **Stream E: IAKM Roundtable Discussion** **Chair: Claudia Löschner & Peter Heisig**	
09:00	Mapping the Types of Knowledge in Micro-Sized Nature-Based Tourism Firms Kazai **Zsolt** and Henna **Konu**, University of Eastern Finland, Joensuu, Finland (Presentation only) KM-164	***Roundtable Discussion IAKM:*** ***Teaching Knowledge Management – Core Foundations, Emerging Topics and Future Curriculum Needs***	
09:20	Digital Knowledge Sources and Technology Adoption in Regional Tourism Communication Across Generations Alexandra **Ďurovová** and Denisa **Jánošová**, University of Ss. Cyril and Methodius in Trnava, Slovakia KM-253		
09:40	Unpacking KM Challenges for Building Resilient Destinations: A Qualitative Study from Poland Ewa **Stolarek-Muszyńska**, Gdańsk University of Technology, Poland KM-283		
10:00	**Poster Presentations and Refreshments**		
10:40	**Anna Pirozzoli Room** **Keynote Presentation: Future of Innovation: AI, Robots and the Role of Human Creativity** **Marina Dabić, University of Dubrovnik, Croatia**		
11:20	**Introduction to ECKM 2028**		
11:30	***Conference Splits into Streams***		
	Room: 11 **Stream D: KM Issues** **Chair:**	**Room: 12** **Stream E: Green Business** **Chair: Sibongile J M Nhlapho**	**Room: 13** **Stream F: AI** **Chair: Manfred Bornemann**
11:40	Knowledge as the Energy Flow of the Project Ecosystem Tiziano **Villa**, The Project Management Lab, Milan, Italy (Non-Academic Contribution, Main) KM-186	Knowledge and Sustainability Management Under Ethical Pressure: Triggering Sustainability-Oriented Management Practices in European Firms Mahnoor **Minhas** and Viktor **Prokop**, University of Pardubice, Czech Republic	Duality of AI in Knowledge Management: Correlating Utility Perceptions with Implementation Challenges Maayan **Nakash** and Ettore **Bolisani**, University of Padova, Vicenza, Italy KM-
12:00	Defining and Improving the Role of Facilitators within a Knowledge Management Tool Tiffany **Nassirian**, Massimo **Riccaboni**, IMT Lucca, Italy Giulia Tasca **Zamprogna**, Claudia **Monti**, Francesco **Gilio**, Alberto **Di Lullo,** Eni S.p.A, San	From Knowledge to Action: Green Organizational Wisdom in Environmental Knowledge Management Agata **Pierścieniak,** Mirosław **Wójcik**, Warsaw University of Technology and Monika **Stelmaszczyk**, Jan Kochanowski University, Kielce, Poland KM-291	From Institutional Memory to Anticipatory Intelligence: The Role of Agentic AI in University Knowledge Management Luiza **Marabyan**, European University,Yerevan, Armenia and Anna **Knyazyan**, Yerevan State University, Armenia KM-306
12:20	Exploring the In-Between Spaces – A Learning Organization Approach to Regional Ecosystem Development Pasi **Juvonen**, LAB University of Applied Sciences, Lappeenranta, Finland KM-033	Circular Bioeconomy and Knowledge Management: A Comparative Study of Evolving Practices Kristiina **Brusila-Meltovaara**, Katerina **Medkova**, LAB University of Applied Science, Lahti, Finland, Rafaela **Cáceres**, and Hongmei **Quer**, Institute of Agrifood Research and Technology (IRTA) Spain KM-114	Knowledge Management Systems in the Age of Generative AI: Rethinking Knowledge Processes Albena **Antonova**, Dilyan **Georgiev**, Sofia University, Bulgaria and Anikó **Csepregi**, University of Pannonia, Hungary KM-148
12:40	Passing the Torch Without Losing the Flame: Knowledge Continuity, Tacit Knowledge Transfer, and Succession Dynamics in Family Business Edmont **Pasipamire**, Rosebank International, South Africa (Presented by Collence **Takaingenhamo Chisita**) KM-215	Transforming Environmental Knowledge into Business Opportunity through Circular Economy Practices Mediation Jowita **Trzcielińska**, Poznań University of Technology, Poland and Minh Anh **Hoang**, Swinburne University Vietnam, Ho Chi Minh City, Vietnam KM-242	Retaining Tacit Knowledge Through Dialogue: The AI Moderator in Work Processes Pia **Stürzebecher**, Ronny **Franke**, Joshua **Moritz**, and Tina **Haase**, Fraunhofer Institute for Factory Operation and Automation IFF, Magdeburg, Germany KM-
13:00	***Lunch***	***Lunch***	***Lunch***

	Room: 8 Stream A: Research about Students Chair: Pasi Juvonen	Room: 9 Stream B: KM Issues Chair: Eduardo Tomé	Room: 10 Stream C: Entrepreneurship Chair: Thuan Luong Nguyen
14:00	Impact of Tacit Knowledge on Management students by Experiential Learning using Business Games Mihail **Tiță Silviu**, Ana Maria **Bercu**, Andrei Ștefan **Neștian**, Alexandru Ioan Cuza University Iasi, Romania and Carmen **Tiță**, Gheorghe Asachi Technical University of Iași, Romania KM-284	The Role of Digital Skills in Knowledge Management and Eco-Friendly Consumer Behaviour Renáta **Miklenčičová** and Michal **Kubovics**, University of Ss. Cyril and Methodius in Trnava, Slovakia KM-254	Cultivating Entrepreneurial Mindsets: Building Knowledge-Centric-Empowered Institutional Practices Sithembiso **Khumalo**, University of Johannesburg, South Africa KM-009
14:20	Perceptions of the use of the Internet of Things in Banking: The Perspective of students in Poland Marek **Zborowski**, University of Warsaw, Poland KM-217	An Optimisation Approach for Prioritising Actions to Mitigate Collaborative Knowledge Management Barriers Raquel **Sanchis**, Raúl **Poler**, Universitat Politècnica de València, Spain, Giulio **Marcucci**, Universitas Mercatorum, Italy and Laura **Lucantoni**, Università Politecnica delle Marche, Italy KM-109	**Knowledge** Transfer in Entrepreneurship Education in Tourism: A Conceptual Framework for Learning Design and Curriculum Innovation Michal Lukáč, Martin **Halmo** and Peter **Pisár**, University of SS. Cyril and Methodius in Trnava, Trnava, Slovensko KM-301
14:40	Learning Ecosystem in South Karelia: Strengthening Business–University Collaboration Emma **Latvala** and Vesa **Alatalo,** LAB University of Applied Sciences, Lappeenranta, Finland KM-121	Knowledge Management Maturity in Public Administration: A Case Study of a Higher Education Institution Cristina **Cotrim**, Florinda **Matos**, Carolina **Marques**, Iscte – Instituto Universitário de Lisboa, Portugal and Nuno **Matos**, ICAA – Intellectual Capital Association, ICLab, Santarém, Portugal KM-345	Building Entrepreneurial Capacity in Universities through Cross-Institutional Staff Training Olga **Rantanen**, LAB University of Applied Sciences, Lappeenranta, Finland and Farida **Danmeri,** Brunel University of London, Uxbridge, UK KM-063
15:00	City–University–Student Relationship in Strategic City Decision-Making Lenka **Labudová**, UCM TRNAVA, Slovakia KM-187	Why SMEs Don't Use Academic Research: The Knowledge-to-Action Gap Jaani **Väisänen**, LAB University of Applied Sciences, Lappeenranta, Finland KM-065	Business Model Canvasses Revisited – From Static Stagnation towards Dynamic Agile Feedback Cycles Ulrich **Schmitt**, Stellenbosch Business School, Bellville, South Africa KM-028
15:20	**Anna Pirozzoli Room** **Awards to the KM Excellence Awards, best PhD presentation and the best poster**		
15:30	**Conference Summary and Close**		
	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.		
	Knowledge Management in Support of Global Sustainability Challenges – Where do we stand? Beate **Klingenberg**, FOM School of Economics and management, Mannheim, Germany (Poster) KM-081	Testing Evolutionary Psychology as a Foundation for Strategic Brand Building Sami **Lanu**, LAB University of Applied Sciences, Lappeenranta, Finland (WIP) KM-084	Diversity Wisdom from Individual to National Context Mirosław **Wójcik**, Warsaw University of Technology, Poland
	Paradoxical Tensions in Circular Economy Business Models: A Knowledge Management Perspective Beate **Klingenberg**, Nadine **Pratt** and Elisabeth **Suntrup-Andresen**, FOM School of Economics and Management, Mannheim, Germany (Poster) KM-082	Knowledge Management as a Determinant of Social Well-Being: A Cognitive-Based Composite Indicator José-Luis **Alfaro-Navarro**, Nuria **Huete-Alcocer**, Víctor-Raúl **López-Ruiz** and Domingo **Nevado-Peña**,Universidad de Castilla-La Mancha, Albacete, Spain (WIP) KM-112	Who Knows Whether a Carbon Credit Is Good? - Knowledge Management and Governance in Carbon Credit Supply Networks Joachim **Schmitt**, Carsten **Reuter** and Rico **Schwarzkopf**, Information Management Institut at TH Aschaffenburg University of Applied Sciences
	Managing knowledge in multi-stakeholder urban transformation projects Dora **Hegyi** and Peter **Heisig**, Potsdam University of Applied Sciences, Germany (Poster) KM-083	Assessing Knowledge Provenance Quality for CEO Decision Support: An OWL-DL Ontological Framework Carolina **De Oliveira** and Fernando **Gauthier**, Universidade Federal de Santa Catarina, Florianópolis, Brasil (WIP) KM-280	Knowledge Maturity as a Driver of Digital Transformation in Agri-Food Systems" Florinda **Matos**, Marta **Rosa**, Elisabete **Toma**, I and Maria de Fátima **Ferreiro**, SCTE-Instituto Universitário de Lisboa, Portugal
	Knowledge Management and Intellectual Capital Framework Driving Intelligent Government Innovation Alhattawi **Khatoon**, General Directorate of residency and foreigners affairs - Dubai, Dubai, united Arab Emirates (Poster) KM-199	Factors Influencing Knowledge Sharing, Collaboration, and Relationship Building Between Academia and Business Urszula **Stupska**, Iwona **Posadzińska**, Agnieszka **Gożdziewska-Nowicka,** Małgorzata **Michalcewicz-Kaniowska**, and Zbigniew **Drewniak**, Bydgoszcz University of Science and Technology, Poland KM-314	Supporting European R&I Through stakeholder collaboration and institutional reform Florinda **Matos**, Carolina **Marques**, Paula **Vicente**, Elisabeth **Reis**, SCTE-Instituto Universitário de Lisboa, Portugal
	Connecting People, Uncover Knowledge Paola **Capodaglio**, Chiara **Di Simone** and Alessio **Borriello**, Acquirente Unico S.p.A., Rome, Italy (Poster) KM-261	Languages and Kwnoeldge: A Theoretical Study with Application Eduardo **Tomé**, Lusofona University, Portugal (Poster only) KM-068	The Verification Gap in Digital Professionalism: An Econometric Analysis of Symbolic versus Neural Authority Signals Elena **Andreu**, Unicaf University

	Room: 11 Stream D: **Waste Management, Energy and Safety-Critical Environments** Chair:	Room: 12 Stream E: **Knowledge Sharing** Chair: **Kagiso Mabe**	Room: 13 Stream E: **AI** Chair: **Graham Chant**
14:00	Enhancing Biowaste Management Through Knowledge Management: A Cross-National Comparison of Six European Countries Kristiina **Brusila-Meltovaara**, Katerina **Medkova**, LAB University of Applied Science, Lahti, Finland, Hongmei **Quer** and Rafaela **Cáceres**, Institute of Agrifood Research and Technology (IRTA), Spain KM-113	Organisational Culture and Knowledge Sharing in South African Higher Education: A Mixed-methods Study in Information Technology Departments Farirai **Dube**, Paul **Laughton**, Tumelo **Maungwa** University of Pretoria, South Africa KM-018	AI-Driven Knowledge Externalization: From Unstructured Documents to Structured Data Models Dilyan **Georgiev** and Elissaveta **Gourova**, Sofia University St. Kliment Ohridski, Bulgaria KM-153
14:20	Knowledge Management in Nuclear Waste Disposal: Approaches and Challenges in Germany Gunnar **Hoefer**, Federal Company for Radioactice Waste Disposal (BGE), Germany (Non-Academic Contribution) KM-097	Creating a Sharing Culture: A Social Capital-informed Systematic Review of Leadership Support and Organisational Culture Interventions for Knowledge Sharing in Public Higher Education Institutions (2010-2024) Matsobane **Kekana** and Masego T. **Maungwa**, University of Pretoria, South Africa KM-089	Indirect Crowdsourcing and the Hidden Flows of Data for AI Yan **Hill**, Carlos Eduardo **Barbosa**, Matheus **Argôlo**, Lucas **Nóbrega**, Luiz Felipe **Martinez** and Jano **de Souza,** Federal University of Rio de Janeiro, Brazil KM-053
14:40	Renewable Energy Sources Management for Sustainable Development and Knowledge-Based Energy Governance Strategies Michał **Igielski**, Gdynia Maritime University, Poland (Presentation only) KM-315	The Interplay Between Knowledge Vulnerabilities and Trigger Parameters in The Occurrence of Knowledge Risks Andrei Stefan **Nestian**, Alexandra Luciana **Guta** and Silviu Mihail **Tita**, "Alexandru Ioan Cuza" University of Iasi, Romania KM-158	Use of AI in education to support KM processes in organizations Tone **Vold**, Ole Jørgen **Ranglund** and Monica J. **Lervik**, University of Inland Norway, Rena, Norway KM-013
15:00	An Integrated Model for the Institutionalisation of Tacit Knowledge in Safety-Critical Environments Tumelo **Maungwa**, Daniel Matsobane **Kekana**, University of Pretoria, South Africa, Refiloe **Mabaso**, Wisdom **Ndashe**, Air Traffic Navigation Services (ATNS), South Africa KM-120	Exploring Knowledge Management Practices in Multinational Technology Companies Tadeusz A. **Grzeszczyk** and Kevin **Neelsen,** Warsaw University of Technology, Faculty of Management, Poland, KM-257	
15:20	Anna Pirozzoli Room **Awards to the KM Excellence Awards, best PhD presentation and the best poster**		
15:30	Conference Summary and Close		