

**Proceedings of the
24th European Conference on Research
Methodology for Business and
Management Studies
ECRM 2025
19-20 June 2025**

**Hosted By
Ulster University
Derry~Londonderry, Northern Ireland**

**Edited by
Dr Sandra Moffett and
Dr Andrea Reid**

About the 24th European Conference on Research Methodology in Business and Management, 2025

The European Conference on Research Methodology in Business and Management (ECRM) is a long-standing academic conference, held annually for 24 years, dedicated to advancing the understanding and application of research methodologies in the fields of business and management. The conference provides a forum for scholars, researchers, and practitioners to share insights, explore new approaches, and discuss the challenges and innovations in research methods. ECRM is known for its rigorous peer-reviewed proceedings, ensuring that the research presented meets high academic standards. By covering a wide range of methodological issues and innovations, the conference plays a crucial role in shaping the future of research in business and management, promoting the development of robust and impactful research practices.

The Proceedings of the 24th ECRM, 2025 includes academic research papers, a PhD research paper and a Masters research paper as well as a work-in-progress paper, which have been presented and discussed at the conference. The proceedings are of an academic level appropriate to a research audience including graduates, post-graduates, doctoral and post-doctoral researchers. All papers have been double-blind peer reviewed by members of the Review Committee.

Aims and Scope

ECRM enhances the quality and rigor of research in business and management by focusing on the methodologies used in these fields. The conference encourages the development and dissemination of innovative research methods, promotes best practices, and fosters a deeper understanding of the theoretical and practical implications of research methodologies. It serves as a key platform for the exchange of ideas among academics, doctoral students, and practitioners who are engaged in the study of business and management.

The scope of the conference is broad, encompassing both qualitative and quantitative research methods, as well as mixed methods approaches. ECRM emphasises the importance of methodological rigor, the ethical considerations in research, and the application of appropriate techniques to address complex business and management problems.

Topics Covered

The call for papers for the ECRM conference asked for contributions that considered the following topics. In addition, the committee welcomed papers on a number of specialist mini-tracks which can be seen at the end of this list.:

Qualitative Research Methods

- Case Study Research
- Ethnography and Grounded Theory
- Narrative and Discourse Analysis

Quantitative Research Methods

- Statistical Techniques and Data Analysis

- Survey Design and Implementation
- Experimental and Quasi-Experimental Designs

Mixed Methods Research

- Integration of Qualitative and Quantitative Methods
- Triangulation Techniques

Innovative and Emerging Research Methods

- Digital and Online Research Methods
- Machine Learning and AI in Research
- Visual Methods

Philosophical and Theoretical Foundations

- Epistemology and Ontology in Research
- Theory Development and Conceptual Frameworks

Ethics in Research

- Research Ethics and Integrity
- Ethical Challenges in Digital Research

Practical Applications of Research Methods

- Action Research and Participatory Methods
- Consulting and Business Research
- Research in Emerging Economies

Mini Tracks

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

- Mixed Methods for Research
- Quantitative Research Methods in Finance
- The use of AI in Research Contexts

Full details about the conference can be seen from the conference website:

<https://www.academic-conferences.org/conferences/ecrm/>

ECRM Editorial

These proceedings represent the work of contributors to the 24th European Conference on Research Methodology (ECRM 2025), hosted by Ulster University in Derry~Londonderry, Northern Ireland on 19-20 June 2025. The Conference Chair is Professor Sandra Moffett, and the Programme Chair is Dr. Andrea Reid, both from Ulster University.

ECRM is a well-established event on the academic research calendar and now in its 24th year and remains an opportunity for participants to meet and share ideas. The aim and scope of this conference is to bring together researchers from a range of disciplines and sectors to share expertise and novel approaches in business and management research methods. ECRM is interested in contributions on the subject of research methods used in business and management research. The research papers tend to either focus directly on creating and implementing innovative methodologies or highlight an interesting use of methodologies in their study.

The opening keynote presentation is given by Frank Bannister, Fellow Emeritus at Trinity College Dublin, Ireland with the title *A few problems with reality...* On the second day, Dr. Anabela Soares, UWE Bristol, UK will give a talk on the subject *Moving Beyond Traditional Research: Insights, Challenges and Opportunities*.

With an initial submission of 54 abstracts, after the double blind, peer review process there are 17 Academic research papers, 3 PhD research papers and 1 Masters Research paper published in these Conference Proceedings. These papers represent research from Canada, Czech Republic, Finland, Indonesia, Ireland, Northern Ireland, Northern Ireland, Poland, Portugal, South Africa, Sweden, Thailand, UK and USA.
We hope you enjoy the conference.

Professor Sandra Moffett and Dr Andrea Reid
Ulster University
Derry~Londonderry
Northern Ireland

Biographies of Chairs and Keynote Speakers

Conference and Programme Chairs



Professor Sandra Moffett holds a chair in Business Analytics. She has held a number of management positions within Ulster University to include Interim Pro Vice Chancellor and Executive Dean for Ulster University Business School and Head of the Department of Global Business and Enterprise. Professor Moffett has computational and management expertise in the areas of business intelligence and knowledge management, being the first UK PhD researcher in this area. She worked in the School of Computing, Engineering and Intelligent Systems for 18 years (Computer Science) before moving to the Business School in 2018. She is a research active member of staff with over 100 referred publications, substantial research income (+£6m) and many successful consultancy projects (7 Knowledge Transfer Projects and 10 Innovation Boost/FUSION projects). She has designed, built and implemented a number of IT systems for Irish organisations. She regularly hosts conferences and events at local, national and international levels.

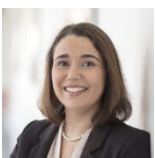


Dr Andrea Reid holds a PhD in Customer Relationship Management (CRM) and a Hons degree in Computer Science with Business Administration obtained from Queens University Belfast. Her PhD project was an investigation into CRM implementation within the Telecommunications sector traced over a ten-year period. Previous work experience includes roles as a Software Engineer, CRM Consultant, Marketing Consultant, Researcher and Policy Officer. Currently a Senior Lecturer in Business Communications within the Ulster University Business School, Andrea's research interests lie within the topics of CRM Implementation within SME's, Artificial Intelligence for business and Data Management and Quality. Andrea regularly presents her research at National and International Conferences. She is a regular reviewer for the Journal of Research in Marketing and Entrepreneurship. Andrea is a member of the Advisory Council of the Institute of One World Leadership and chair of the Ulster University Business School Marketing committee.

Keynote Speakers



Frank Bannister is Fellow Emeritus at Trinity College Dublin. He is a former co-Director of the Permanent Study Group on e-Government in the European Group for Public Administration and has published extensively in the fields of e-government, ICT evaluation, privacy and risk. He was founding editor of the Electronic Journal of e-Government and a former Associate Editor of Government Information Quarterly. He remains an Associate Editor of Information Polity. Frank has acted in an advisory capacity for the Irish government, the European Commission and the United Nations. He is a fellow of the Irish Computer Society, a Fellow of the Institute of Management Consultants and Advisors and a Chartered Engineer.



Dr. Anabela Soares is a Senior Lecturer at UWE Bristol, specializing in Operations and Supply Chain Management. She has contributed with valuable research to the field and is dedicated to sharing her knowledge and insights via her teaching, research activities and international conferences.

Profile: <https://people.uwe.ac.uk/Person/AnabelaSoares>

ECRM Review Committee

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

Mrs. Paula Abola, University of Jamestown, Germany; Prof. Dr. Hamimah Adnan, Universiti Teknologi MARA, Malaysia; Dr Rusul Alabada, Almuthanna university, Iraq; Assc Khalda Ali, Princes Noura University, KSA; Suzanne Amaro, Polytechnic Institute of Viseu, Portugal; Prof Marlene Amorim, Universidade de Aveiro, Portugal; Prof. Dra. Marina Godinho Antunes, ISCAL - Instituto Superior de Contabilidade e Administração de Lisboa (Instituto Politécnico de Lisboa), Portugal; Prof Lina Artemenko, National Technical University of Ukraine "Igor Sikorsky Kyiv Polytechnic Institute", Ukraine; Dr. Manuel Au-Yong-Oliveira, GOVCOPP, Dept of Economics, Management, Industrial Engineering & Tourism, University of Aveiro., Portugal; Dr Vicki Baard, Macquarie University, Australia; Dr. Joan Ballantine, University of Ulster, UK; Prof Dimitrios Belias, University of Thessaly, Greece; Dr. Frank Bezzina, University of Malta, Malta; Dr Zélia Breda, University of Aveiro, Portugal; Dr. Ann Brown, CASS Business School, UK; Cathal Brugha, University College Dublin, Ireland; Dr. Acma Bulent, Anadolu University, Eskisehir, Turkey; Samantha Burns, University of Toronto, Canada; Prof George Chiladze, University of Georgia, Georgia; Prof Maria Serena Chiacchi, Università Politecnica delle Marche, Italy; Dr Irene Ciccarino, BRU-ISCTE-IUL, Portugal; Ken D'Silva, London South Bank University, UK; Dr Farshid Danesh, Regional Center for Science and Technology, Iran; Ben Kei Daniel, University of Otago, New Zealand; Geoffrey Darnton, University of Warwick, UK; Dr Bablu Kumar Dhar, Mahidol University International College, Mahidol University, Thailand; Prof Dharmakeerthi Dharmakeerthi Sri Ranjan, Sri Palee Campus, University of Colombo., Sri Lanka; Dr Hilary Drew, University of the West of England, UK; Assc Prof John Dumay, Macquarie University, Australia; Dr Scott Erickson, Ithaca College, USA; Dr. Paula Fernández González, University of Oviedo, Spain; Dr Sandra Ferreira, University of Beira Interior, Portugal; Prof. Balan George, German-Romanian University, Romania; Dr Aaron Glassman, Embry-Riddle Aeronautical University, USA; Gerald Goh, Multimedia University, Melaka, Malaysia; Dr S. Mahdi Golestan H., Iranian Research Institute for Crenovatology, Iran; Dr. Karuna Gomanee, Regents College, UK; Prof Sofia Gomes, Portucalense University, Portugal; Dr Paulo Gonçalves, ISCAP, and CEOS Research Center, Polytechnic of Porto, Portugal; Prof Tadeusz A. Grzeszczyk, Faculty of Management, Warsaw University of Technology, Poland; Prof Derrouz Hatim, University of Ibn Tofail, Morocco; Dr Saadia Irfan, National University of Sciences and Technology, Pakistan.