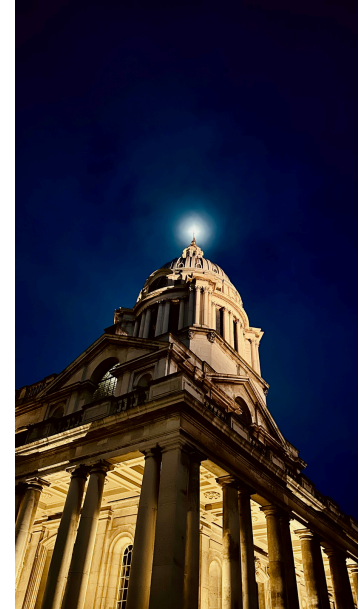


Welcome

Happy New Year, and welcome to Issue no. 30! This issue showcased MGM research in full colour: journal articles and reports, public-facing commentary, awards, keynotes and workshops, impactful KE events, excellent pedagogy research, and research partnerships. A clear thread ran through it all: work shaped by social value, ethical questions, and real-world relevance.

A particular highlight is seeing colleagues who do not always feature in research newsletters stepping forward in this edition, sharing published work, reports, conference contributions and projects. If this issue marks a “first” or a “return” for you, please take it as momentum, not a one-off. Keep going. Build on what you have started. Let this be the beginning of many more outputs, collaborations and conversations.

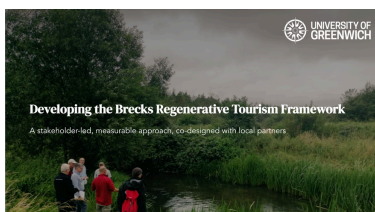
As the year turns, this is also a wintering moment. A time when growth looks like consolidation: restoring energy, letting ideas settle, noticing what stayed with us, and being honest about what needs to be pruned. May this issue offer both momentum and permission: to reflect, to rest, and to return.



Research Partnership



Led by **Dr Wenjie Cai**, with project team **Dr Isabella Ye**, **Dr Nikki MacLeod**, and **Dr Hai Nguyen**, the University of Greenwich is now the academic partner for the Brecks Regenerative Tourism Project. This collaboration marks the latest milestone in an ongoing strategic partnership with Visit East of England, reinforcing a shared commitment to driving innovation that supports a more sustainable and resilient visitor economy across the region.



The project aims to position The Brecks as the UK's first Regenerative Tourism National Character Area. The Brecks is a warm, dry big-sky chalk-and-sand plateau in the heart of East Anglia where remnant heaths, vast conifer forests and rare wildlife meet flint-built heritage and deep-time archaeology.



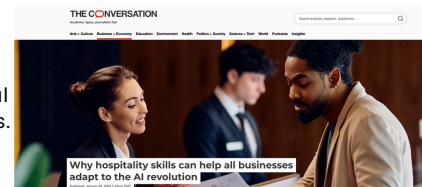
The academic team will provide the rigour needed to move regenerative tourism beyond a buzzword and into practical action. By developing an approach that is credible, evidence-based and ethically grounded, the project will strengthen how tourism can contribute to nature recovery and community resilience in this distinctive landscape.



A stakeholder-led approach will be used to co-create a bespoke Brecks Regenerative Tourism Framework directly with local businesses and partners. Baseline surveying across January and February will map existing sustainable and regenerative initiatives in the local visitor economy, establishing a solid evidence base. Between February and April, co-creation workshops and in-depth interviews with early adopter businesses will develop practical tools and pledges that are realistic for local adoption. The longer-term aim is to develop a framework that not only benefits the Brecks, but can be transferred as a blueprint for other destinations.

Dr Maria Gebbels and colleagues published a *The Conversation* article arguing that AI can handle the “what” in customer service (transactions, information, scheduling), but hospitality-style human skills deliver the “why”: trust, reassurance and making people feel seen. They highlight skills such as empathy, adaptability, cultural intelligence and emotional intelligence as hard for chatbots to replicate, and useful well beyond hotels and restaurants. With “agentic AI” expected to expand in sectors like banking, healthcare and retail, they suggest three actions: blend AI literacy with people skills in staff training; redesign services around the customer journey so humans step in where care and judgement matter; and bake hospitality thinking into AI design so automation supports, rather than flattens, relationships.

Read the full article [HERE](#)

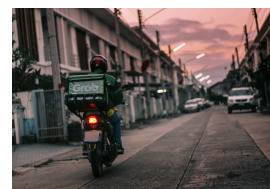


Funding Success



Dr Juliane Thieme has secured external funding from the Association of Events Management Education (AEME) for a small-scale teaching and learning project exploring the use of AI-supported scenario simulations in Events Management education. Working with ScenarioHQ, a tech start-up providing the software and collaborating on the development of realistic event management scenarios, students will practise client and supplier interactions to build confidence in customer-facing situations. Delivered on a modest budget of around £700, the project highlights how targeted, research-informed innovation can enhance teaching practice, with findings to be shared through AEME and at the AEME Forum 2026 at the University of Greenwich from July 7th – 9th.

Dr Ratnesvary Alahakone and colleagues from the Universities of Mayala and Oman has signed a contract for a book entitled *The Rise of the Gig Economy- Perspectives from a Developing Economy*. The project comes with funding from the University of Malaya. The project duration is 6 months with the possibility of a further 6-month extension. The value of the grant is RM15,000 equiv to approx. £2800.



Award & Prestige



Dr Paul Booth and colleagues received the 2024 award for Best Article in Management & Prospective for their publication, *The Challenges of Social Entrepreneurship in Isolated Regions*. The international judging panel included Prof. D. Lacaze (IAE Aix Marseille, France), Prof. L.P. Dana (Dalhousie University, Canada), and Prof. Y. Song (Jilin University, China). The article emerged from the SuNSE project, the first Social Entrepreneurship initiative funded by Inter-Reg North-West Europe. This €2.75 million, three-year programme supports socially and geographically isolated communities across Northern Europe by identifying, developing, and sustaining social enterprises in areas facing significant deprivation.

Dr. Shreyashi Chakraborty has been selected for the British Academy Early Career Researcher Network (ECRN) Leadership programme. This programme is designed to support Early Career Researchers (ECRs) at all career stages. The application process for the leadership programme was competitive and finally 62 participants were selected from SHAPE disciplines (Social Science, Humanities, Arts for People and Economy), who are also part of British Academy ECRN or Wellcome Trust. The programme begins from early February 2026 and will continue till June 2026 where participants will not only attend training workshops but would also get access to mentoring and coaching. The programme covers critical areas of developing research ideas with impact, communicating research to non-academic audiences and policy pitching to policy makers, focusing on mental health and wellbeing, and leading others.



Dr Menna Jones delivered a keynote at the MiniSummit of the Kidbrooke Games - Healthy City Lab on the 13th January. The title of her presentation was: ‘Designing Healthy Communities: How Urban Space Shapes Wellbeing’. She discussed how local contexts, cultural norms and socio-economic factors all play a crucial role in shaping how communities’ wellbeing can be met in urban spaces. She highlighted how a context specific understanding is required for designing healthy communities, that recognises different experiences in the city. Here she focused on the importance of community engagement, across generations to foster a sense of community and cooperation. From research gathered by the Healthy City Lab, she reflected on how the potential to design healthy communities had been established, and the means to understand how urban space shapes individuals wellbeing. Moving forward, by working with urban development stakeholders, findings can support the creation of liveable, sustainable communities in Kidbrooke.

Dr Nicky Garsten has been appointed as an Advisory Board Member, to the new, Romanian Journal of Journalism and Communication.



Dr Tue Anh (Jenny) Nguyen recently took part in a high-level meeting organised by Vanguard Vietnam, where she shared insights on the evolving global chip war and the strategic implications for Vietnam 2030. As co-author of the award-winning book 'Chip Battlefield: Strategic competition and indigenous innovation of China in the 21st century', Dr Nguyen led the discussion on how geopolitical competition over semiconductors is reshaping global value chains, innovation strategies, and national industrial policies.



The **Vanguard Summit**, organised in January 2026, in Ho Chi Minh City, Vietnam, gathers the leaders working on and in Vietnam, including the US Ambassador to Vietnam (current and former), former Vietnam Ambassador to the US, Dean of Fullbright University, UNDP Senior Economist, CEOs and Partners of major corporations and MNCs in Vietnam and Southeast Asia.



Research Outputs



Dr Wenjie Cai and colleagues published a conceptual article examining cybersickness in metaverse travel, revealing a significant barrier to inclusive tourism adoption. Their study challenges the optimistic narrative surrounding metaverse tourism by exposing how this technology may create a "biological digital divide".

The research team developed a theoretical framework combining Affordance Theory with Sensory Conflict and Postural Instability theories to explain how cybersickness operates in virtual tourism environments. Unlike traditional motion sickness experienced during physical travel transitions, cybersickness in the metaverse becomes integrated into the actual destination experience itself, triggered by factors like locomotion methods, immersion duration, and perceived motion.

A key finding identifies a "temporal paradox" where the very features designed to create high-fidelity immersive experiences, such as realistic visual and auditory cues through head-mounted displays, transition into physiological constraints over time, causing symptoms like nausea, headaches, and dizziness. The study demonstrates that specific technological designs determine whether sensory conflicts lead to instability through sequential or feedback-looped pathways.



The research team warn that cybersickness excludes vulnerable populations based on neurological tolerance, contradicting claims that metaverse travel increases accessibility for all tourists. While acknowledging the metaverse may benefit some individuals, this research emphasises the urgent need for user-centric design approaches to ensure truly inclusive metaverse tourism, rather than creating new barriers disguised as technological progress.

- **Cai, W.**, McKenna, B., & Williams, N. (2025). Cybersickness in metaverse travel. *Current Issues in Tourism*. <https://doi.org/10.1080/13683500.2025.2600433>



Dr Tippiyanet Sorosrungruang and colleagues published a report – AI for Social Purpose. The report draws on insights from a high-level roundtable held at the House of Lords in April 2025 and presents a set of evidence-based recommendations to support ethical, inclusive and sustainable AI adoption. The headline message is simple: if we want AI to serve society, fairness, transparency, and accountability cannot be optional extras. They need to run through the whole lifecycle, from design to deployment, because trust and democratic integrity are at stake as systems spread.

A major finding is that the UK has an AI skills gap problem that will not fix itself. The report calls for serious investment in AI literacy across the pipeline: schools, vocational routes, universities, and workplace training, so people can understand, question, and use AI safely. It also warns that biased or incomplete datasets will keep producing biased outcomes, so stronger data governance is essential, especially in high-impact areas like recruitment, healthcare, and finance.

Finally, the report insists we stop pretending AI is “immaterial”. Large models demand serious energy and compute, so greener innovation, energy-efficient infrastructure, and sustainable development practices should be part of the policy package, not an afterthought.

- Ameen, N., **Sorosrungruang, T.** & Gill-Simmen, L. (2025). *AI for social purpose. In AI for Social Purpose* (Digital Organisation and Society (DOS) Research Centre, Royal Holloway, University of London). <https://www.royalholloway.ac.uk/media/nolbgylg/dos-ai-for-social-purpose-report.pdf>

Dr Jane Lethbridge published a new work looking at industrial meat production through a labour lens, arguing that climate-focused “just transition” debates often forget a key lever: what workers and organised labour can do to tackle environmental crises, not just survive them. Her central finding is that the global meat industry creates profit by treating both people and ecosystems as “inputs” to be intensified, while pushing the real costs elsewhere. That shows up as higher health risks for workers and consumers, and a production system that significantly contributes to greenhouse gas emissions.

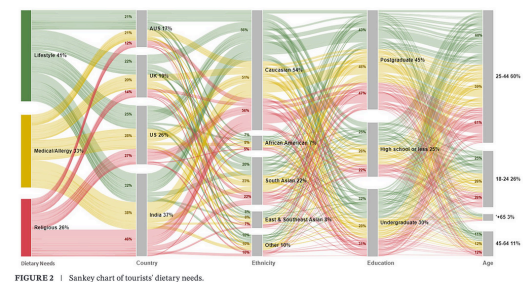
To explain this, she draws on concept of subsumption and Marx’s framework of displacements; to show how ecological contradictions underpin current processes of capital accumulation and value creation in the meat production industry. The concept of subsumption is useful as a way of starting to understand the processes that draw human and ‘more than human (MTHS)’ labour into an ecological industry, such as the meat industry. The displacement analysis highlights potential risks for its continued development, which presents opportunities to explore environmental justice in the context of global food security as a public good, working at both local and global levels. This paper shows how ecological contradictions underpin current processes of capital accumulation and value creation in the meat production industry. The paper outlines future research directions that explore how to ensure food security at local and international levels.

- **Lethbridge, J.** (2025). Industrial meat production, labour process and ecological systems. *Work in the Global Economy*. <https://doi.org/10.1332/27324176Y2025D000000053>



Dr Zohre Mohammadi and colleagues in their latest paper argue that destinations are still weirdly unprepared for something incredibly normal: tourists needing specific food options (for health, faith, allergies, or lifestyle). Using a large survey in Singapore (660 respondents across four key visitor markets), they found dietary needs are not a niche issue. Over 70% reported following at least one diet, and many followed two or three at the same time. Lifestyle diets were most common (e.g., vegetarian, low carb), followed by medical diets (e.g., diabetes, hypertension) and religious requirements. About half said meeting their dietary needs while travelling is very or extremely important, and self-reported allergies/intolerances were also common.

The authors' main point: policy and practice still focus on "food safety", but dietary diversity goes beyond allergens. Treating these needs as "special requests" pushes the burden onto travellers and creates exclusion. Their recommendation is a system-level shift towards "dietary inclusivity": build awareness campaigns (so needs are understood, not judged), run low-cost training for food businesses, and use incentives like certification/badges to signal capability. They also suggest short, accessible learning options (e.g., micro-credentials) to build staff competence, plus stronger coordination across public agencies, DMOs, and industry groups to make inclusive food provision routine rather than optional.



- **Mohammadi, Z.,** Bhati, A. S., & Radomskaya, V. (2026). Embracing tourism dietary inclusivity: A paradigm shift in destination policy development. *International Journal of Tourism Research*, 28(1), e70204. <https://doi.org/10.1002/jtr.70204>



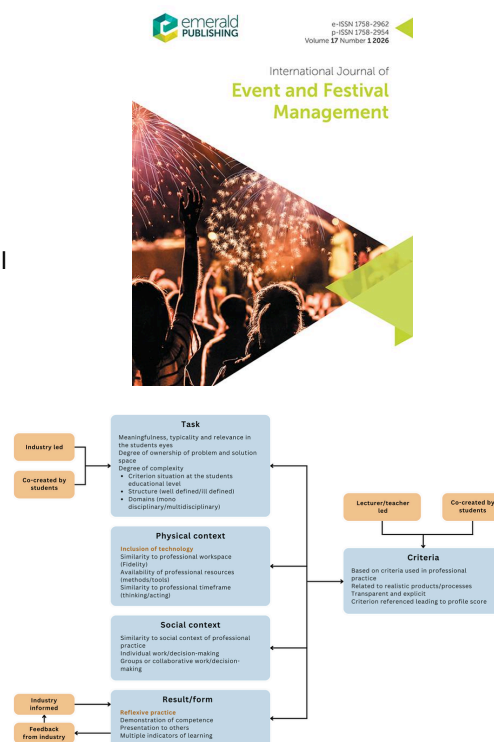
Dr Fatemeh Mohamadi has co-authored a study exploring why tourists choose Airbnb in Mardin, Türkiye and what those stays actually feel like on the ground. Using in-depth interviews with 25 domestic and international visitors, they found people pick Airbnb for a pretty human mix of reasons: more social contact, a comfortable "home" base (especially for longer stays), better value for money, great locations, cleanliness, and the chance to feel something closer to local life. Pet-friendly options were a surprisingly important draw too.

The study also flags the trade-offs. Trust is built largely through reviews, platform checks, and direct host communication, but some guests still worry about safety and security (especially in shared spaces, or when there's no "reception desk" safety net). A bigger destination-level tension also shows up: converting historic homes into short-term lets can contribute to cultural erosion and rising local housing costs, even when tourists love the "authentic" feel. Their recommendations are practical: destination managers and policy-makers should treat safety standards, community wellbeing, and housing pressures as part of the Airbnb conversation, not afterthoughts. For hotels, the lesson is clear: match what people like about Airbnb (comfort, flexibility, pet-friendliness, local connection) without the downsides.

- Aksoy, S. H., Kadir Çakar, & **Mohamadi, F.** (2025). Airbnb in Mardin: Motivational drivers and tourist experiences. *Tourism and Hospitality Research*. <https://doi.org/10.1177/14673584251406878>

Joanna Goodey and colleagues explored how UK event management academics use “authentic assessment” (tasks that look like real industry work) and how technology and industry input can make this feel more credible and employability-focused. They found lecturers strongly support authentic assessment because it helps students practise job-relevant skills, often by simulating professional contexts with digital tools and bringing industry into assessment design. But the shiny “real world” promise keeps getting tripped up by dull realities: tight budgets, institutional rules, uneven student access to tech (digital poverty), and staff needing more time and confidence to use fast-changing platforms. Industry collaboration also depends too much on personal contacts and goodwill, making it fragile. Their recommendations are refreshingly practical: universities should agree clear definitions and frameworks for authentic assessment, invest in targeted staff development, budgets and shared resources, and build more reliable ways to embed industry collaboration into curriculum design. They also suggest more flexible delivery and assessment timelines so authenticity doesn’t rely on individual academics going “above and beyond” just to make it work.

- **Goodey, J.,** Leer, C., & Carter, L. (2025). Authentic assessment in event management education: integrating technology and industry for authentic learning. *International Journal of Event and Festival Management*, 1–19. <https://doi.org/10.1108/ijefm-04-2025-0058>



Studies in the Education of Adults

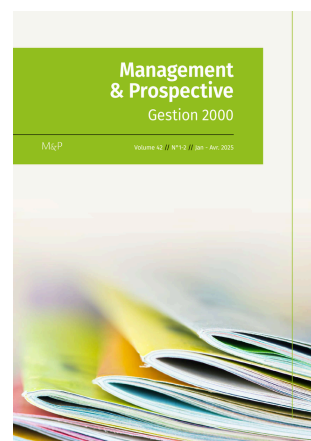


Dr Dawn Reilly and colleagues looked at why widening participation students do or don’t use university employability (careers) services. Using a survey (76 second-year accounting/finance students) and focus groups, they found a big mismatch: students are far more likely to ask family and friends for career advice, and 42% said they never seek advice from the university employability team. The biggest barriers were surprisingly basic and very fixable: students often didn’t know how to book, weren’t sure who to contact, and felt the service was mainly “CV help” so didn’t see the point until later. Time pressure also mattered, especially for students juggling heavier workloads and part-time jobs, and appointment times were not always convenient. What did drive engagement was support that felt immediately useful: CV/cover letters, interview practice, mentoring, networking access, and help getting work experience. The article recommends clearer, more positive communication, more flexible/online delivery, and embedding employability into the curriculum so time-poor students don’t miss out.

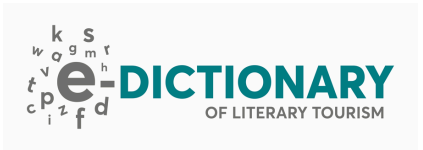
- **Reilly, D.,** Brickman, K., Herdan, A., & Leopold, K. (2025). Factors which impede or facilitate widening participation students’ engagement with employability services. *Studies in the Education of Adults*. <https://doi.org/10.1080/02660830.2025.2601330>

Dr Paul Booth and colleagues’ new paper digs into why social enterprises in isolated regions often struggle to survive long enough to deliver the social good they are set up for. Based on in-depth interviews with social entrepreneurs and other key local actors, the paper argues that geography is not just “a backdrop”, it shapes whether support, networks and markets even exist in the first place. Their findings spotlight three recurring pain points: cause fatigue (the emotional and practical exhaustion of constantly carrying the mission), stakeholder rejection (difficulty winning buy-in from funders, partners, or gatekeepers), and a lack of commercial awareness (gaps in market thinking that can make otherwise meaningful ventures financially fragile). The practical contribution is a push towards a “social entrepreneur toolkit” designed to help people in these settings build viable business plans, either as individuals or in community-based teams. The implication for policy and local support organisations is blunt: if you want social entrepreneurship to reduce isolation and market failure, you cannot just celebrate “purpose”. You have to fund the boring essentials too: skills-building, sustained relationship support, and routes to revenue that actually fit place-based realities.

- Birch, C., **Booth, P.,** Vincent Salaun, & Vincent Dutot. (2024). The challenges of social entrepreneurship in isolated regions. *Management & Prospective*, 41(2–3), 48–65. <https://doi.org/10.3917/g2000.412.0048>



Dr Nikki MacLeod contributes to the E-Dictionary of Literary Tourism. In this dictionary entry, the characteristics of Scottish literature and associated tourism are explored. Scotland, while part of the United Kingdom, retains a distinct national identity expressed through its culture, institutions, and language, with literature playing a particularly significant role. The nation has a long-standing tradition of literacy and has made substantial contributions to global literary culture, from canonical figures such as Robert Burns, Sir Walter Scott, and Robert Louis Stevenson to contemporary authors including Ali Smith and Irvine Welsh. This rich literary heritage is closely linked to Scotland's appeal as a cultural tourism destination, with literature influencing visitor motivation and shaping perceptions of national prestige. Literary tourism occurs when readers are drawn to locations associated with authors or fictional settings, and such sites can be categorised as biographical, imaginative, reputational, or socially constructed. Scotland offers numerous examples across these categories, ranging from historic writers' houses and monuments to themed trails, festivals, and commercial tours. Historically, authors such as Sir Walter Scott and Robert Burns played a formative role in stimulating tourism by romanticising Scottish landscapes and identity. In the contemporary context, initiatives such as UNESCO's City of Literature designation and VisitScotland's Year of Stories campaign demonstrate the continued strategic use of literature in destination branding. Overall, Scotland exemplifies how literary culture can sustain long-term tourism appeal, reinforce national identity, and contribute both cultural and economic value through storytelling.



- **MacLeod, N. E.** (2025). Scottish Literary Tourism. In R. Baleiro, G. Capecchi & J. Arcos-Pumarola (Orgs.). *E-Dictionary of Literary Tourism*. University for Foreigners of Perugia. <https://doi.org/10.34623/zdg2-hn59>

British Council Project



Our PhD student **Fatima Nayan** helped lead the dissemination of a British Council-funded Going Global Partnerships project on women's career progression in healthcare in Bangladesh, bringing research evidence straight into the rooms where change can actually happen. Led by the University of Greenwich in partnership with Independent University Bangladesh, the project culminated in three high-profile seminars in Sylhet (29 Nov), Chittagong (8 Dec) and Dhaka (10 Dec 2025), organised by Community Participation and Development and covered by local and national media.



Alongside the project's PI Kenisha Linton-Williams (BOS), Fatima presented findings showing a persistent gender gap: even as more women qualify in medicine, they remain under-represented in major clinical specialities such as cardiology, neurosurgery and orthopaedics. The seminars (around 290 participants across the three cities) brought together medical students, intern doctors, academics, government and NGOs to discuss barriers at family, institutional and cultural levels, and to share solutions including early mentoring, more inclusive training environments, childcare provision, public awareness initiatives, clearer postgraduate pathways, and sustained government involvement. The seminars surfaced practical solutions: early mentoring, more inclusive training environments, childcare support, safer workplaces, clearer postgraduate pathways, and sustained government involvement (including bursaries/loans and basic facilities). MGM colleagues **Dr Ruth Ballardie** and **Dr Leroi Henry**, are part of the research team supporting this international knowledge exchange.

People Management Conference 2026 – Multidisciplinary Perspectives in HR and OB Research

On 23 January 2026, the second People Management Conference, held under the theme “Multidisciplinary Perspectives in HR and OB Research”, brought together academic staff, industry speakers and BA HRM and MGM postgraduate students for an afternoon and evening of talks, panels and poster discussions.

Organised by **Dr Angie Ratcharak** (BA HRM Programme Leader) with support from **Dr Shreyashi Chakraborty** (the Deputy Programme Leader), the event was designed to enhance students’ academic development, employability and confidence in research. This blend of research-informed sessions and real-world HR practices created rich knowledge-exchange opportunities, allowing students to see how the conference theme translates into practice and to ask questions directly of experts.

Keynote sessions showcased cutting-edge research and practice at the intersection of culture, identity, resilience and HR. Dr Yemisi Bolade-Ogunfodun (UCL Global Business School for Health) opened with “The Convergence of Culture, Identity and Digital Work”, exploring how culture and identity shape experiences of flexible and remote work. **Dr Hai Nguyen** (University of Greenwich) followed with “Research on Employee Resilience in Tourism and Hospitality”, highlighting how resilience underpins sustainable people practices in high-pressure service environments. Dr Christina Murphy (Vice President of Global HR, Genesis Research) then delivered a practitioner-focused session on “HR Opportunities and Trends”, drawing on over 30 years’ experience in global HR, people analytics and HR technology.

Knowledge exchange with alumni was a core feature. In the BA HRM Alumni Speaker Panel, Mauro Flore (Junior Talent Partner, Itsu Ltd.), Farwa Ali (Employee Relations Specialist, Amazon EU), and Bradley Green (HR Officer, London Borough of Bexley) discussed their transitions from the BA HRM programme into HR roles, reflecting on how the programme, dissertation research, networking and professional qualifications (CIPD) have supported their career development. **Dr Iqra Abdullah** also introduced the MSc Strategic HRM, highlighting postgraduate study as a route to deepen expertise and advance employability.

The second half of the conference centred on a dissertation poster session with networking, food and drinks, sponsored by the Centre for Research on Employment and Work and the Student Success Budget in the School of Management and Marketing. Students presented posters on their HR research projects and received structured feedback from academic staff, visiting speakers and alumni. Poster prizes were awarded for Excellence in Research, Innovative Research and Best Presentation, reinforcing the link between research quality, communication skills and professional credibility.

By the end of the evening, students had: practiced public speaking in a supportive setting; seen how academic research underpins contemporary people management; expanded their professional networks; and explored pathways into HR roles and postgraduate study. The strong engagement and positive feedback from participants underline how staff-led, research-rich and KE-focused events like the People Management Conference can significantly enhance student experience, success and employability in HRM.



CREW and TMRC launch joint seminar series: Exploring Social Value



On Wednesday 10th December CREW and TMRC launched their co-curated seminar series 'Social Value'. The series is multidisciplinary in scope seeks to explore different aspects of the social impact of economic activity in the services sector. In doing so we seek to bring together academic contributions from different fields as well as perspectives from industry and policy communities.

The first of these events featured four speakers: one CREW member, one CREW PGR, one researcher from the University of York and one speaker from UK Hospitality.

CREW was delighted to welcome Luke Cheadle, Policy Manager of UK Hospitality, the trade body for the British hospitality industry. The hospitality sector in the UK employs around 3.5 million people and is responsible for generating tens of billions of pounds in the economy each year. However, Luke encouraged us to look beyond the value in cash terms to think also of the social impact of the sector. To demonstrate the social value created by our pubs, restaurants and associated businesses, Luke has devised a 'Social Productivity Index', the metrics and mechanics of which he explained to us. Dr Oyinkansola Odunjo, Lecturer in Business & Management, CREW, discussed her research on 'Female entrepreneurship and social value' in which Nigerian women at home and across the global diaspora both leverage and create social capital through entrepreneurial activity.

Muhammad Aziz, PGR, CREW, is in the final year of his doctoral studies looking at (under) employment among BAME graduates. Aziz's findings were a useful corrective to making assumptions about the benign nature of social impact, reminding us of the negative social consequences of structurally dysfunctional and discriminatory labour markets.

Dr Adrian Madden, Senior Lecturer in Entrepreneurship, The University of York discussed 'Social value and meaningful work'. In his presentation, Adrian theorised how meaningful work – i.e. work that is engaging and satisfying – can be a significant aspect of social value with externalities for productivity, health and wellbeing. Adrian also gave an overview of a social value knowledge exchange project he and colleagues are running in York to which a number of significant local employers have signed up for.

The seminar was very well attended by colleagues from the University and other institutions, as well as CREW and TMRC's wider network of contacts and collaborators. We also welcomed guests from the general public and even a delegation from the Embassy of the Republic of Türkiye.

The presentations prompted very vigorous discussion and it was felt that progress had been made in developing a more holistic picture of social value as a concept. The next seminar in the series will be advertised soon in which we will once more bring together thinkers from the academic, practitioner and policy communities to explore social value further.

MGM publication workshop

On the 11th of December we held an MGM publication workshop entitled 'Publishing in quality journals' organised by Professor Neeru Malhotra. Professor Sunil Sahadev of Sheffield Hallam University joined Neeru in this workshop, which focuses on publishing in marketing-related fields. At the end of the workshop our Head of School, Dr Dawn Reilly presented a gift and card to Professor Malhotra as she is sadly leaving us to take up an exciting new international post. We wish her very well in her adventures!

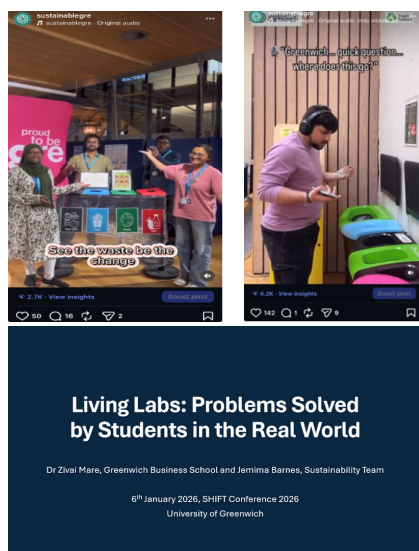


TMRC kicked off the new year with two fascinating presentations exploring aspects of digital culture, delivered on 21st January. **Dr Lauren Siegel** presented on 'Resident Resistance to the Tourist Gaze in the Mediatized Age' and our new colleague, **Dr Tippayanet Sorosrungruang**'s presentation was entitled '"Once you know what I'm like, nothing else will feel right": Unpacking drivers of AI-enabled influencers' mystical persuasion.'. It was great to welcome Tippayanet and learn more about her research field.



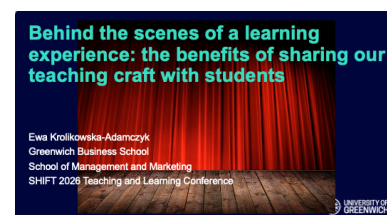
SHIFT Conference

MGM colleagues presenting at SHIFT Teaching and Learning conference 6-7th January 2026



At the 2026 SHIFT Teaching and learning conference, **Dr Zivai Mare** and Jemima Barnes from the Sustainability Development Unit (SDU) collaborated and presented Living Labs: Problems Solved by Students in the Real World, using a case study from the MARK1282 Ethics, Responsibility and Sustainable Marketing module delivered to MA Marketing Management students. The module was delivered by Dr Klaairong Phairor in term 2 and by Dr Zivai Mare in term 3 and supported by Jemima Barnes and Simon Goldsmith from SDU. The project involved a live brief from SDU requiring students to design a three-month social marketing campaign to promote recycling, supported by primary research and creative outputs tested on social media. Reported as a positive experience for all stakeholders (students, staff and professional services), the initiative demonstrated how Living Labs enable authentic, real-world learning through direct stakeholder engagement and collaborative co-creation between students, staff, and professional services.

Dr Ewa Krolukowska-Adamczyk delivered a presentation titled Behind the scenes of a learning experience on the benefits of sharing our teaching craft with students. In her talk, she proposes that it's beneficial for students to understand the background and mechanics behind the learning experiences (lectures, tutorials, workshops) we deliver. From her readings and own teaching experience, Ewa recommends that we need to talk to students about the research we conduct to create the lecture (including difficulties of finding sources); the rationale for tutorial activities e.g. why we ask students to form random groups and not always work with their friends; and the benefits to students of working with their tutors in partnership and taking more responsibility for their learning. This is particularly important when students are asked to do peer teaching which can initially seem challenging but is a great way to develop key transferable skills. Being explicit about our teaching craft and sharing our tips and good practices can lead to benefits for our students such as: improving their skillset (like effective knowledge transfer); a better learning experience (students are more aware of how to learn effectively); increased motivation (they understand the benefits of taking more responsibility for their learning); feeling included (through increased transparency and reducing hidden agendas) and improving students' relationship with the tutor as students realise they are getting added value so appreciate us more.



GBS Dean's Exchange Panels

Minh Van represented MGM PGRs at a Pro Vice-Chancellor Exchange Panel bringing together PhD researchers from across Greenwich Business School. The session highlighted what's working well in MGM, including our conferences, staff-led workshops and student-led workshops, and opened a constructive conversation about areas for improvement across the programme at University of Greenwich. Senior leadership welcomed the feedback and committed to following up on the points raised.



MGM PGR workshop series



Dr Laura William led a workshop for our PGRs on how building an “intellectual project” could sustain them throughout an academic career. She discussed how identifying core interests enabled researchers to curate a clearer research identity, bringing focus and direction to long-term scholarship. The session also explored what an intellectual project was, why it mattered, and how participants could begin shaping their own going forward.

Meet out PGR - Nghia

Nghia Cong Vo commenced his PhD studies at the University of Greenwich in early October 2025 under the supervision of **Dr Zivai Mare** and **Dr Wenjie Cai**. His PhD project is 'Power Plays in Online Reviews: Investigating Coercive Guest Behavior and Hotel Countermeasures'—an area that aligns strongly with both his professional experience and long-term academic aspirations. Mr. Vo is presently a Business Lecturer at the University of Greenwich Vietnam – Da Nang Campus, where he has been teaching since January 2022. He was awarded a full PhD tuition scholarship from the University of Greenwich and additional living-cost support from FPT Education, a key institutional partner. Over the past four years of teaching, he has delivered modules across several subject areas, including Finance, Entrepreneurship, Marketing, and Management. His academic foundation is strengthened by both industry experience and strong qualifications: a BSc in Accounting & Finance from the University of Sunderland and an MSc in Financial Management from the University of Hull, both completed with distinction.

Beyond academia, Nghia is also an active hospitality entrepreneur. He currently operates a portfolio of hotels, Airbnb units, and long-term serviced apartments in Da Nang City, his hometown—totaling approximately 230 rooms across multiple locations. Drawing from this dual perspective of academic inquiry and industry practice, he is committed to advancing expertise in hospitality management. His long-term vision is to contribute to the development of hospitality education and service excellence in Vietnam, bridging research, industry insight, and real-world application.

