

Toulouse Business School
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Dr. Christina Theodoraki

Professor in Entrepreneurship (TBS Business School)
Babson Collaborative Member (Babson College)
Senior Research Fellow (Indiana University)
Bus. Dev. (Entrepreneurial Ecosystem Research Network)
2 Best dissertation awards 2018 – AEI/AIREPME

PROFESSIONAL EXPERIENCE

Since 2018	Toulouse Business School – Assistant professor
2017	Montpellier Management Institute – Teaching and research assistant
Since 2015	Senior Research Fellow , Institute of Development Strategies – SPEA – Indiana University
2013 – 2016	Montpellier Management Institute – PhD candidate with teaching mission
2013	Labex Entreprendre – Research engineer
2012	Transferts LR, Regional Business and Innovation Network – Research officer

EDUCATION

2013 – 2017	Doctorate Towards an ecosystem approach to incubators strategy and performance, supervised by Karim Messeghem , November 28, Montpellier Management Institute, France
2011 - 2012	Master's degree (second year) Management, Entrepreneurship and Strategy, specialty Entrepreneurial Support, University of Montpellier - Faculty of AES, France, with honors
2010 – 2011	Master's degree (second year) Human Resource Management, specialty Socioeconomic Expertise, Employment and Skills, University of Montpellier 3 Paul Valery – Faculty of AES, France, with honors
2009 - 2010	Master's degree (first year) Administration and Business Management, specialty Organization and Marketing, University of Montpellier - Faculty of AES, France
2008 - 2009	Erasmus exchange - University of Montpellier – Law school, France
2004 - 2008	Bachelor's degree (four years) , Public Administration, University of Panteion, Athens – Greece, with honors

TEACHING EXPERIENCE

2020: [Understanding Entrepreneurial Ecosystems](#), International Council for Small Business - ICSB, April 2nd.

2020: Entrepreneurial Ecosystems: Challenges, Perspectives & Research agenda, Babson Collaborative Research Webinar, March 3rd.

2013 – 2020: > 820 hours of teaching Bachelor's and Master's degree

2015 – 2018: Co-director of Business Management DU-Diploma, Montpellier Management Institute

2013 – 2018: Coordinator of teaching sessions Support of the Business Transfer and Takeover, Business Models for SMEs, Master's degree

Teaching areas: Management, Entrepreneurship, Strategy, Business Plan, Entrepreneurial Support, Business Transfer and Takeover

- Master's theses supervision - Research teaching to future PhD candidates
- Co-founder of the *MOMA Start'Up Event*



INTERNATIONAL EXPERIENCE

2015: Academic visiting in United States supervised by the Pr. David B. Audretsch

Project description: Comparative study of entrepreneurial ecosystems French - American contexts

ADMINISTRATIVE TASKS

Since 2019: PHD co-supervisor - Thesis: *Incubator Sourcing and Performance: An Ecosystem Approach*

Since 2015: Admission Jury for Bachelor's degree (2nd and 3rd year) and Master's degree, Grandes Ecoles

Since 2013: Member of the organization committee for 10 scientific conferences, roundtables and PDWs

2013 – 2014: Secretary of the research group MRM Entrepreneurship

ORGANIZATION OF SCIENTIFIC CONFERENCES

2020: AOM 2020 PDW "Entrepreneur-Led Economic Development: Entrepreneurial Communities through New Eyes... the Right Eyes!" ([#18303, August, Vancouver](#))

2020: Webinaire AIREPME INSPEER "L'entrepreneur.e (dé)confiné.e Le Digital au Cœur des Pratiques", [May 28th](#)

2020: XXIXth AIMS Annual Conference Inclusion Strategy: Plurality, Diversity, Sustainability, TBS & TSM (June 2th-5th, Toulouse)

2020: Babson Collaborative Webinar Series, Entrepreneurial Ecosystems: Challenges, Perspectives & Research agenda, Hosted by TBS (March 3rd, Toulouse)

2019: [Global Entrepreneurship Workshop: Advances in Entrepreneurial Ecosystem Research](#) - TBS Business School (Nov, 18th, Toulouse), GEN Global Entrepreneurship Week

2019: [Roundtable Light on the Entrepreneurial Ecosystem in Occitania](#) - TBS Business School (Nov, 18th, Toulouse), GEN Global Entrepreneurship Week

2019: 1st INSPEER Group Thematic Workshop on Entrepreneurial Process - EDC Paris, France (Nov, 7th, Paris)

2019: AOM 2019 PDW "Getting Down to the Bottom-Up: Researching Ecosystems As If Entrepreneurs Mattered... As if Every Entrepreneur Mattered" ([Aug, 9th, Boston](#))

2017: Pro'Crea 6th Congress of Actors Business Creation & Transfer - Institute Montpellier Management, France, (Sept, 14th-15th, Sète)

2016: Labex Entreprendre Day "Sustainable Entrepreneurship & Innovation: What prospects for France?" (Apr., 7th, Montpellier)

2014: Research Day "Business growth: a new challenge for management?" (Apr., 10th, Montpellier)

2014: Barcamp for the 40 years of AES, Workshop expert, "How to help the development and crowdsourcing of new ideas? (Nov., 14th, Montpellier)

2013: Labex Entreprendre Day "Business Growth and Emerging from the Crisis" - University of Montpellier, France (May, 24th, Montpellier)

AD-HOC PEER REVIEWER

- *Entrepreneurship Theory and Practice* (Rank 1 – Fnege)
- *Small Business Economics* (Rank 2 - Fnege)
- *M@n@gement* (Rank 2 - Fnege)
- *Technological Forecasting and Social Change* (Rank 2 – Fnege)
- *Revue Française de Gestion* (Rank 2, Fnege)
- *Journal of Technology Transfert* (Rank 3, Fnege)
- *Industry and Innovation* (Rank 3 - Fnege)
- *Entreprendre & Innover* (Rank 4 - Fnege)
- *Management & Avenir* (Rank 4, Fnege)
- *Journal of Enterprising Communities: People and Places in the Global Economy* (Rank 1, ABS)
- *Journal of Entrepreneurship in Emerging Economies* (Rank 1, ABS)
- *Journal of the International Council for Small Business*

Conferences: Babson - BCERC, Academy of Management, R&D Management, AIMS, AEI, CIFEPME

SEMINARS - TRAINING

July 2020: Entrepreneurial Mindshift for Educators: An Online Approach to Help Your Students Think and Act More Entrepreneurially, Babson College, Boston (online), 2 weeks.

January 2020: Advances use of Scopus and Scival, TBS, Toulouse, France, 4h.

Avril 2019: Seminar on Agile Methods for teaching, TBS, Toulouse, France, 2 days.

March 2019: Seminar Problem-based and project-based approach, TBS, Toulouse, France, 4h.

September 2018: Training in English to Improve Teaching Processes, TBS, Toulouse, France, 30h.

March 2015: Entrepreneurship and SMEs, Doctoral School of Management, Montpellier, France, 20h.

March 2015: Co-opetition and Innovation, Doctoral School of Management, Montpellier, France, 20h.

December 2014: Training in statistical data analysis, Labex Entreprendre, Montpellier, 24h.

July 2014: Quantitative Methods and Analysis, Doctoral School of Management, Montpellier, France, 20h.

April 2014: Statistics for Experimenters, Doctoral School of Management, Montpellier, France, 20h.

April 2014: University Teaching: Training engineering, Doctoral School of Management, Montpellier, 18h.

Mat 2013: Treatment of qualitative data: an update on the analytical methods and new software, FNEGE (National Foundation for Management Education), Bordeaux, France, 21h.

April 2013: Training on *Unipark* software: Creation and administration of online questionnaires, Labex Entreprendre, Montpellier, France, 6h.

DOCTORAL CONSORTIUM

June 2015: Doctoral consortium, 35th Babson College Entrepreneurship Research Conference (BCERC) Babson College, Wellesley, Massachusetts.

October 2014: Doctoral consortium, 12th International Francophone Congress in Entrepreneurship and SMEs, Agadir, Morocco.

PUBLICATIONS

RANKED ARTICLES

- Theodoraki, C., Messeghem, K., Audretsch, D.B. (xxxx), The Effectiveness of Incubators' Co-opetition Strategy in the Entrepreneurial Ecosystem: Empirical Evidence from France, *IEEE Transactions on Engineering Management*, forthcoming.
- Lô, A., Theodoraki, C. (xxxx), Achieving Interorganizational Ambidexterity through a Nested Entrepreneurial Ecosystem, *IEEE Transactions on Engineering Management*, forthcoming.
- Theodoraki, C. (xxxx), A Holistic Approach to Incubator Strategies in the Entrepreneurial Support Ecosystem", *M@n@gement*, forthcoming.
- Theodoraki, C., Messeghem, K., Rice M.P. (2018), A Social Capital Approach to the Development of Sustainable Entrepreneurial Ecosystems: An Explorative Study, *Small Business Economics*, 51(1), 153-170.
- Theodoraki, C., Messeghem K. (2017), Exploring the entrepreneurial ecosystem in the field of entrepreneurial support: a multi-level approach, *International Journal of Entrepreneurship and Small Business*, 31(1), 47-66.
- Theodoraki, C., Messeghem, K. (2014) Ecosystème de l'accompagnement entrepreneurial: Pour une approche en termes de coopération, *Entreprendre & Innover*, 4(23), 10-19.

OTHER ARTICLES

- Theodoraki, C., Messeghem, K., Covin, J.G. (2019), Entrepreneurial Ecosystem, Entrepreneurial Orientation and Incubator Performance: Empirical Examination from France, *FER - Frontiers of Entrepreneurship Research*, forthcoming.

PRACTICE-ORIENTED ARTICLES

- Theodoraki, C. (2019), How to Build a Sustainable Ecosystem: The Relevance of Governance and Coopetition, [ICSB Gazette, n°37](#), p. 5.
- Theodoraki, C. (2019), The Development of Sustainable Entrepreneurial Ecosystems through Social Capital: The Cases of Academic Incubators, [TBSearch](#), p.5.
- Boumedjaoud, D., Maus, A., Messeghem, K., Sammut, S., Theodoraki, C., (2017), Uberization: What are the challenges to entrepreneurial support? [Labex Entreprendre Publications, n°19](#), p. 4.
- Theodoraki, C., Messeghem K., Beylier R.-P., Jéssel S. (2016), Exploration of the French Entrepreneurial Support Ecosystem, [Labex Entreprendre Publications, n°14](#), p. 4.

INTERVIEWS

- [Unsung Hero Spotlight: Christina Theodoraki](#) (2020)

BOOKS & CHAPTERS

- Theodoraki, C., Messeghem, K. (2020). *Incubators' coopetition strategy in the start-up incubation ecosystem*. In Research Handbook on Start-Up Incubation Ecosystems, Edward Elgar, Cheltenham, UK - Northampton, MA, USA, p. 224–238, doi.org/10.4337/9781788973533.00019.
- Theodoraki, C. (2019). *Building Entrepreneurial Societies Through Entrepreneurial Ecosystems and Business Incubators*. In From Industrial Organization to Entrepreneurship, Springer, Cham, p. 467-477, doi.org/10.1007/978-3-030-25237-3_49.
- Theodoraki, C. (2016), *Innovation Elargie : La Méthode de Caractérisation Noov'LR*, Editions Universitaires Européennes, ISBN: 978-3-639-48398-7, p. 92.

CONFERENCE PAPERS

- Theodoraki, C., Messeghem, K., Covin, J.G. (2019), Entrepreneurial Ecosystem, Entrepreneurial Orientation and Incubator Performance: Empirical Examination from France, 39th BCERC, 5-8 June, MA, USA.
- Theodoraki, C. Catanzaro, A. (2019), An International Modelling of the Entrepreneurial Ecosystem, *European Academy of Management (EURAM)*, 26-28 June, Lisboa, Portugal.
- Theodoraki, C. Catanzaro, A. (2019), Extension du concept d'écosystème entrepreneurial grâce à la perspective internationale, *11th Congress of the Academy of Entrepreneurship and Innovation - AEI*, 3-5 June, Montpellier, France.
- Theodoraki, C., Messeghem, K., Audretsch, D. (2019), Co-opetition Strategy and Incubator Performance in the Entrepreneurial Ecosystem, *Special Conference International Council for Small Business (ICSB)*, 8-9 April, Paris, France.
- Theodoraki, C., Messeghem, K. (2018), Empirical evidence of co-opetition on performance within the entrepreneurial support ecosystem, *XXVII^{ème} Conférence de l'AIMS*, 6-8 June, Montpellier, France.
- Theodoraki, C., Messeghem, K., Carayannis, E.G. (2018), Exploration du modèle de N-Hélice pour théoriser l'écosystème entrepreneurial, *7^{èmes} Journées Georges Doriot*, 16-17 May, Montreal, Canada.
- Theodoraki, C., Messeghem, K. (2017), L'effet de coopération sur la performance au sein de l'écosystème de l'accompagnement entrepreneurial, *2^e Journée de l'Innovation Abbé Grégoire*, 28 March, Paris, France.
- Theodoraki, C., Messeghem, K. (2016), A Holistic Approach of Incubator Strategies in the Entrepreneurial Support Ecosystem, *Academy of Management (AOM)*, 5-9 August, Anaheim-California, United States.
- Theodoraki, C., Messeghem, K., Rice M.P. (2016), Social Capital Approach of University-base Entrepreneurial Support Ecosystem, *Small Business Economics – Entrepreneurial ecosystem symposium*, 14-15 June, Adelaide, Australia.
- Theodoraki, C., Messeghem, K. (2016), Entrepreneurial Support Ecosystem and Business Incubator Coopetition Strategies, *Strategic Management Society (SMS)*, 5-7 June, Rome, Italy.
- Theodoraki, C., Messeghem, K. (2016), Ecosystème de l'accompagnement entrepreneurial et stratégies coopératives des incubateurs : nouveaux défis stratégiques à relever, *XXV^{ème} Conférence de l'AIMS*, 30-1 June, Hammamet, Tunisia.
- Theodoraki, C., Messeghem, K. (2015), A Social Capital Approach of University-based Entrepreneurial Support Ecosystem, *XXIX Research in Entrepreneurship Conference (RENT)*, 18-20 November, Zagreb, Croatia.
- Theodoraki, C., Messeghem, K. (2015), Academic Entrepreneurial Support Ecosystem: Collaborative Dynamics and Social Capital, *European Academy of Management (EURAM)*, 17-20 June, Warsaw, Poland.
- Theodoraki, C., Messeghem, K. (2015), Towards a typology of ecosystems in the field of entrepreneurship, *13th Interdisciplinary European Conference on Entrepreneurship Research (IECER)*, 25-27 February, Montpellier, France.
- Theodoraki, C., Messeghem, K. (2014), Vers l'émergence d'un écosystème de l'accompagnement entrepreneurial, *12^e Congrès International francophone en Entrepreneuriat et PME (CIFEPME)*, 29-31 October, Agadir, Marocco.
- Theodoraki, C., Messeghem, K. (2014), Business Incubator Strategy: Towards a Co-opetition Approach, *59th Annual Conference of International Council for Small Business (ICSB)*, 11-14 June, Dublin, Ireland.
- Theodoraki, C., Messeghem, K. (2014), Coopération dans l'écosystème de l'accompagnement entrepreneurial : nouvelle perspective stratégique, *Journée AEI/AIREPME, Semaine du Management*, 19-23 May, Marseille, France.
- Theodoraki, C., Messeghem, K. (2014), Ecosystème de l'accompagnement entrepreneurial : Pour une représentation au cœur de l'écosystème entrepreneurial, *5^{èmes} Journées Georges Doriot*, 15-16 May, Rabat, Marocco.
- Messeghem, K., Theodoraki, C. (2013), Industrie de l'accompagnement entrepreneurial : Pour une approche en termes de coopération, *8^{ème} Congrès de l'Académie de l'Entrepreneuriat et de l'Innovation*, 22-25 October, Fribourg, Switzerland.

MEDIA

Goodnet (2018), Μια Ρεθυμνιώτικη διάκριση στη Γαλλία - A Rethymnon distinction in France – Christina Theodoraki, [Link to the press article](#).

LANGUAGES

- **Greek: native language**
- **English: advanced level** (TOEIC: 880 / 990)
- **French: bilingual**

SOFTWARE SKILLS

- **On-line questionnaire software:** Unipark, Eval&Go, Qualtrics
- **Qualitative data processing software:** NVivo, Alceste, Tropes
- **Quantitative data processing software:** SPSS, AMOS
- **Bibliometric software:** Scopus, Web of Science, VosViewer
- **Other software:** Zotero, EndNote, OneNote

OTHER ACTIVITIES

Activities in the administration and other collective responsibilities

- Elected member of the University's board and the Research Committee
- Junior Research Fellow for the [Institute of Development Strategies - SPEA](#)
- Member of the scientific community [CENA](#) (Coopetition, Ecosystems, Networks, Alliances)
- **Reviewing Activities:** Evaluator of review papers for *Entreprendre & Innover*, *Babson Conference*, *Industry & Innovation*, *Small Business Economics*, *Academy of Management*, *Technological Forecasting and Social Change*, *Journal of Technology Transfer*, *Revue de l'Entrepreneuriat*, *Revue Française de Gestion*

BRIEF PERSONAL STATEMENT

Christina Theodoraki is Assistant professor in Entrepreneurship & Strategy at Toulouse Business School. Her PhD was supported by the Labex Entrepreneurship. She publicly defended her thesis entitled **“Towards an Ecosystem Approach to the Strategy and Performance of Incubators”** on November 28, 2017 at the University of Montpellier. Her thesis received two Best Dissertation in Management and Entrepreneurship Awards. She is Senior Research Fellow at the [Institute for Development Strategies](#) at SPEA (School of Public and Environmental Affairs) at the University of Indiana (No. 1 in the best ranking universities in US News & World Report), Business Development Manager at the [Entrepreneurial Ecosystem Research Network \(EERN\)](#) member of the associate editorial boards of *Entrepreneurship Research Journal* and *Journal of the Knowledge Economy*. She also leads the Babson Collaborative research group on entrepreneurial ecosystems and co-supervises a PhD thesis on *“Incubator Sourcing and Performance: An Ecosystem Approach”*. Her teaching areas are Management, Strategy, Business Plan and Entrepreneurial Support. She coordinates the Business Specialization Course on Entrepreneurship. Her areas of research include entrepreneurial ecosystem, entrepreneurial support, and inter-organizational strategies with a focus on business incubators. Her work has been presented at Anglo-Saxon conferences such as: *AOM*, *SMS*, *RENT*, *EURAM*, *ICSB*, etc. She has also participated in research entrepreneurial events such as the Babson Doctoral Consortium. Her work is published in *Small Business Economics*, *International Journal of Entrepreneurship and Small Business*, the *ICSB Gazette* and recent research is under evaluation.