

## Frédéric NLEMVO

Professor  
Strategy & Entrepreneurship Department  
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### **Education**

- 2000, Lifelong learning for entrepreneurship education professionals, Entrepreneurship, University of Colorado at Boulder, USA
- 1998, Doctorat, Management, HEC - Université de Liège, Belgium
- 1997, Price Babson College Fellow Program, Entrepreneurship, Babson College, USA
- 1994, Agrégation, Management, HEC - Université de Liège, Belgium
- 1993, Diplôme d'ingénieur, Management, HEC - Université de Liège, Belgium
- 1992, Licence, Administration des affaires, HEC - Université de Liège, Belgium

### **Honors and Awards**

- 2006, Emerald Literati Network Awards for Excellence, Emerald 'highly commended paper award' for the paper 'Revenue Models in Haute Cuisine: an exploratory analysis', published in the International Journal of Contemporary Hospitality Management

### **Teaching Areas at RMS**

- Strategy
- Entrepreneurship
- Research Methodology

### **Teaching Languages**

- English
- French

### **Main courses taught at RMS**

- Innovation et création d'entreprises, Sup'TG 1
- Expérience d'immersions entrepreneuriat, Sup'TG 2
- Création d'entreprise et planification d'un projet entrepreneurial, Sup'TG 3
- Strategy and Entrepreneurship, IBP International Bachelor Program
- Stratégie, TEMA 5
- Entrepreneuriat : créativité, Sup de Co Cycle Bachelor
- Créativité entrepreneuriale, Sup de Co Cycle Master
- Stratégie, Sup de Co Cycle Master
- Research Methodology, Sup de Co Cycle Master
- Conseil et Stratégie, Sup de Co Cycle Master
- Entrepreneurship, International MBA
- Strategy and Entrepreneurship, Master in International Management

### **Course Coordination at RMS**

- Innovation et création d'entreprises, Sup'TG 1
- Strategy and Entrepreneurship, IBP International Bachelor Program
- RMS Start Up, Sup de Co Cycle Master

## **A. RESEARCH ACTIVITY**

### **Areas of research**

- Entrepreneurship - International entrepreneurship
- Incubation - Academic spin-off - Business angels financing - Business model - Commercialisation of innovation - Corporate governance

### **Membership of Scientific Organizations**

- Since 2011, Administrator of the Académie de l'Entrepreneuriat et de l'Innovation (supported by FNEGE (Fondation Nationale pour l'Enseignement de la Gestion des Entreprises))
- Since 2008, Member of the Business Model Community
- Since 2004, Member of ICSB (International Council for Small Business)
- 2006-2008, Member of the Strategic Management Society
- 2004-2010, Member of the Académie de l'entrepreneuriat
- 2000-2010, Member of AIMS (Association Internationale de Management Stratégique)
- 2000-2009, Member of AIREPME (Association Internationale de Recherche en Entrepreneuriat et PME)
- 2000-2004, Member of the EDiNEB- Educational innovation in Economics and Business administration

## Conference organization / Track chair / Workshop coordination

- NLEMVO Frédéric, 2009, *Workshop Coordination for the 10th Conference of Académie de L'Entrepreneuriat*.
- NLEMVO Frédéric, 2008, *Cultivating Entrepreneurial Mind (Prof. Timmons Babson College - USA)*.
- NLEMVO Frédéric, 2006, *Developing Capabilities for technology based entrepreneurship (Prof. Cofield, Carnegie Mellon University - USA)*.
- NLEMVO Frédéric, 2004, *Workshop Coordination for the 4th Conference of Académie de L'Entrepreneuriat*.

## Research Programs Participation

- Since 2010, Director of 'ICE@RMS' research centre (International Center for Entrepreneurial and Alternative Management Studies)
- 2009, Free foundation think tank "University spin-offs growth", HEC - Université de Liège
- 2000, International benchmark on business angels
- 1999, International benchmark on academic spin-offs
- 1998, Analysis of strategic clusters of Walonia region - Belgium

## Research Laboratories Participation

- Since 2008, Member of REPOSE EA 3315 (Recherches, Etudes et Propositions d'Outils de Normes et de Solutions pour les Entités) Research Laboratory (Université de Reims Champagne-Ardenne) URCA
- 2004-2005, Member of EUROP EA 3315, URCA (Université de Reims Champagne-Ardenne)
- 1996-2005, Member of 'Centre d'Entrepreneuriat et de Recherche PME', HEC - Université de Liège

## Editorial Participation and Scientific Reviewing

- Since 2011, Reviewer for International Marketing Journal
- Since 2009, Reviewer for 'Entreprendre et Innover'
- Since 2007, Referee AOM International management division, entrepreneurship division, technology and innovation management division
- 2010, Reviewer for CIFEPME (Conférence Internationale Francophone de l'Entrepreneuriat et des PME)
- 2009, Reviewer for 'M@n@gement'
- 2009, Reviewer for the 5th Congress of the French Academy of Entrepreneurship
- 2006, Reviewer for 'Revue Management International'
- 2006, Reviewer for ASAC (Administrative Sciences Association of Canada) conference
- 2002-2003, Reviewer for 'Small Business Economics'
- 1999, Ad hoc reviewer for 'Editions De Boeck', Bussels, Belgium
- 01/2008-06/2008, Member of the editorial board of the white paper: Ten proposals to promote innovation in France, Retis - French association of science parks, France
- 01/2007-04/2007, Member of the editorial board of the mission letter to the French Minister of industry: On strengthening cooperation between science parks and engineering schools and business schools, Retis - French association of science parks, France

## B. PUBLICATIONS / COMMUNICATIONS

### Peer-Reviewed Articles

- NLEMVO Frédéric, CHEBBI NEKHILI Dhikra, NEKHILI Mehdi, 2010, *Gouvernance des activités de R & D à l'étranger par les firmes multinationales : contribution de la théorie fondée sur les ressources*, Revue Management & Avenir, (n° 31) : pp.50-70.
- NLEMVO Frédéric, CABROL Mathieu, 2009, *The internationalisation of French new ventures: the case of the Rhone-Alps region*, European Management Journal, (Vol 27, issue 4) : pp.255-267.
- NLEMVO Frédéric, SURLEMONT Bernard, 2008, *Le choix des modèles de revenu dans la haute gastronomie*, Revue Française de Gestion, (Vol 34, n° 181) : pp.145-159.

- NLEMVO Frédéric, SURLEMONT Bernard, CHANTRAIN Diego, JOHNSON Colin, 2005, *Revenue models in haute cuisine: an exploratory analysis*, International Journal of Contemporary Hospitality Management, (Vol 17, issue 4) : pp. 286-301.
- NLEMVO Frédéric, 2004, *Quelle stratégie pour la mise en place des réseaux de business angels ? Quelques leçons des pratiques internationales*, Perspectives en Management Stratégique.
- NLEMVO Frédéric, PIRNAY Fabrice, SURLEMONT Bernard, 2003, *Towards a typology of university spin-offs*, Small Business Economics, (Vol 21, issue 4) : pp. 355-369.
- NLEMVO Frédéric, PIRNAY Fabrice, SURLEMONT Bernard, 2003, *The facets of technology incubation*, International Journal of Entrepreneurship and Innovation, (Vol 3, n° 4) : pp. 237-243.
- NLEMVO Frédéric, PIRNAY Fabrice, SURLEMONT Bernard, 2002, *A stage model of academic spin-off creation*, Technovation, (Vol 22, issue 5) : pp. 281-289.
- NLEMVO Frédéric, 2000, *Le cumul des fonctions de président du conseil d'administration et de Directeur général : quel effet sur la performance de l'entreprise ?*, Revue Française de Gestion, (n° 128) : pp. 4-15.

### Chapters in Books

- NLEMVO Frédéric, CABROL Mathieu, RASMUSSEN Erik, SERVAIS Per, ASPELUND Arild, 2010, *Growth and internationalization of French and Danish SMEs*, in NUMMELA Niina (eds), International Growth of Small and Medium Enterprises, New York : Routledge Taylor & Francis Group, Series: Routledge Studies in International Business and the World Economy, pp.83-96.
- NLEMVO Frédéric, BIGA Mahamadou, DE FREYMAN Julia, DE HALLEY Mathieu, 2009, *Les trajectoires de croissance des jeunes TPE de services : une étude exploratoire*, in Gilles Lecointre (eds), Le Grand Livre de l'économie PME, Paris : L'Extenso, Collection Gualino, 640 pages.
- NLEMVO Frédéric, SPAHR L., 2004, *Eurogentec A : De l'idée à l'entreprise*, in CRIJNS H., DE CLERCQ D., JANSSEN F., PIRNAY Fabrice and SURLEMONT Bernard (eds), Entrepreneuriat, Etudes de cas, Anvers-Oxford : Intersentia.
- NLEMVO Frédéric, SPAHR L., 2004, *Eurogentec B : Le lancement de l'entreprise et la lutte pour la survie*, in CRIJNS H., DE CLERCQ D., JANSSEN F., PIRNAY Fabrice and SURLEMONT Bernard (eds), Entrepreneuriat, Etudes de cas, Antwerp-Oxford : Intersentia.
- NLEMVO Frédéric, DENIS Sabine, SURLEMONT Bernard, WACQUIER Hélène, 2000, *Un aperçu des clusters stratégiques de la Région Wallonne*, Internationalisation des PME wallonnes et pays en développement, mise à jour, Paris : FCD Editions.

### Study Reports (publicly available)

- NLEMVO Frédéric, PIRNAY Fabrice, SURLEMONT Bernard, UERLINGS Y., WACQUIER Hélène, 2009, *Les spin-offs universitaires : contours et enseignements des pratiques exemplaires internationales - Synthèse*.
- NLEMVO Frédéric, SURLEMONT Bernard, WACQUIER Hélène, 2000, *Logiques des réseaux de Business Angels - Enseignements de pratiques internationales*.
- NLEMVO Frédéric, DENIS Sabine, 1999, *Etude sur la problématique de la transmission d'entreprises dans la région de Huy-Waremme : résultats d'une enquête de terrain*.
- NLEMVO Frédéric, DENIS Sabine, SURLEMONT Bernard, VAN CAILLIE D., WACQUIER Hélène, 1998, *Analyse des clusters stratégiques de la Région Wallonne - Synthèse*.
- NLEMVO Frédéric, LEBLANC F., SCHRODER S., SURLEMONT Bernard, 1998, *Etude de développement et d'orientation des activités de la Foire Internationale de Liège*.

### Non-Refereed Articles

- NLEMVO Frédéric, WITMEUR Olivier, 2010, *Faut-il vraiment brûler les plans d'affaires ?*, L'Expansion Entrepreneuriat, (N° 6) : pp. 46-50.
- NLEMVO Frédéric, PIRNAY Fabrice, SURLEMONT Bernard, UERLINGS Y., WACQUIER Hélène, 2000, *Panorama des spin-offs universitaires belges*, Revue du Conseil Economique et Social de la Région Wallonne, (n° 62).
- NLEMVO Frédéric, DENIS Sabine, SURLEMONT Bernard, WACQUIER Hélène, 1998, *Un aperçu des clusters stratégiques de la Région Wallonne*, Revue du Conseil Economique et Social de la Région Wallonne, (n° 54, 55).

### Peer-Reviewed Proceedings

- NLEMVO Frédéric, CABROL Mathieu, *Croissance et internationalisation accélérée des jeunes entreprises : Le cas de la région Rhône-Alpes*, 6e congrès de l'Académie de l'Entrepreneuriat, Paris, France, October 12 - October 14 2011.
- NLEMVO Frédéric, BIGA DIAMBEIDOU Mahamadou, CABROL Mathieu, *Increasing the rate of mid-sized companies in the economy: lessons from the French most dynamic regions*, Conférence ICSB (International Council for Small Business), Cincinnati, USA, June 22 - June 29 2010.
- NLEMVO Frédéric, BIGA Mahamadou, *Le dynamisme entrepreneurial des régions françaises : proposition d'un cadre conceptuel*, 5e congrès de l'Académie de l'Entrepreneuriat et de l'Innovation, Nice, France, November 19 - November 22 2009.
- NLEMVO Frédéric, CABROL Mathieu, CALCEI Didier, *L'accompagnement des processus de création d'entreprises technologiques et innovantes*, Colloque de l'Académie de l'Entrepreneuriat : Dynamique de croissance dans les spin-offs issus des incubateurs publics : Les défis de l'augmentation du taux des entreprises de croissance, Troyes, France, October 01 - October 02 2009.
- NLEMVO Frédéric, CABROL Mathieu, RASMUSSEN Eric, ASPELUND Arild, *Internationalization of French and Danish SMEs: Are there any differences?*, Consortium for International Marketing Research CIMar, Beijing, China, June 08 - June 11 2009.
- NLEMVO Frédéric, CABROL Mathieu, CALCEI Didier, *Growth dynamics in technology-based spin-offs graduating from public incubators: addressing the challenges of increasing the rate of growth-oriented firms*, Babson College Entrepreneurship Research Conference (BCERC), Babson College, Babson Park, USA, June 04 - June 06 2009.
- NLEMVO Frédéric, CABROL Mathieu, CALCEI Didier, *The Role of Experience in the Internationalization Process of French New Ventures*, Babson College Entrepreneurship Research Conference (BCERC), Babson College, Babson Park, USA, June 04 - June 06 2009.
- NLEMVO Frédéric, CABROL Mathieu, CALCEI Didier, *A Technology Incubator and Entrepreneurship Education: A French Business School Case*, XXVI - World Conference I A S P - International Association of Science Parks, Raleigh NC, USA, June 01 - June 03 2009.
- NLEMVO Frédéric, BIGA Mahamadou, GAILLY Benoit, *Toward a better understanding of new firm growth process*, XXVI - World Conference I A S P - International Association of Science Parks, Raleigh NC, USA, June 01 - June 04 2009.
- NLEMVO Frédéric, BECARD Francis, CALCEI Didier, KAROUI Lotfi, MOROZ David, *Promouvoir l'innovation et l'entrepreneuriat à travers la coopération entre les écoles d'ingénieur, les écoles de management et les structures d'appui à l'innovation et à l'entrepreneuriat*, Halifax, Canada, June 22 - June 25 2008.
- NLEMVO Frédéric, CABROL Mathieu, *The internationalization of French New Ventures*, 52nd International Council Small Business World Conference, Turku, Finland, June 13 - June 15 2007.
- NLEMVO Frédéric, CABROL Mathieu, *Les premières phases de l'internationalisation des entreprises nouvellement créées*, Conference of Association Internationale de Management Stratégique, Montréal, Canada, June 06 - June 09 2007.
- NLEMVO Frédéric, *Integrating a Technology Incubator and Entrepreneurship Education: A French Business School*, OECD Conference, EISB (Entrepreneurship, Innovation and Small Business), Brighton, UK, September 2006.
- NLEMVO Frédéric, *Is Geographical Diversification a Strategic Choice or Survival Imperative? An International Comparison Using Agency Theory Perspective*, Strategic Management Society Annual International Conference, Orlando, USA, October 2005.
- NLEMVO Frédéric, GRAY John, *Why do Incubators succeed?*, Conference EISB (Entrepreneurship, Innovation and Small Business), Western Sydney University, Barcelona, Spain, August 2005.
- NLEMVO Frédéric, KARAOUI Lotfi, PARISOT Xavier, *Reinforcing Students Entrepreneurial Skills: Overcoming the Resistance to Change Issues*, 11th EDINEB International Conference, Maastricht, Netherland, June 16 - June 18 2004.
- NLEMVO Frédéric, SURLEMONT Bernard, JOHNSON Colin, *Les "revenue models" dans la gastronomie : étude exploratoire*, 13e International Conference Association Internationale de Management Stratégique, Le Havre, France, June 01 - June 03 2004.
- NLEMVO Frédéric, *Les réseaux de business angels et le financement de PME en développement : Des repères à la lumière des pratiques internationales*, 3e Congrès de l'Académie de l'Entrepreneuriat, EM-Lyon, Lyon, France, March 30 - April 01 2004.
- NLEMVO Frédéric, *Revenue Models in Haute Cuisine: an exploratory analysis*, Internationalizing Entrepreneurship Education and Training - 4th Conference, Grenoble, France, September 08 - September 10 2003.
- NLEMVO Frédéric, SURLEMONT Bernard, JOHNSON Colin, *The Funding of Michelin Star Restaurants in Europ: Return on Equity or Ego?*, 33rd Conference EISB Entrepreneurship Innovation & Small Business, Milan, Italy, September 2003.
- NLEMVO Frédéric, BALDI Anne, KARAOUI Lotfi, MARTINEZ Brigitte, PARISOT Xavier, *Enhancing and reinforcing students entrepreneurial skills: an innovative didactic practice*, 10th EDINEB International Conference, Salzburg, Austria, June 18 - June 20 2003.
- NLEMVO Frédéric, *Quelle stratégie pour la mise en place des réseaux de business angels? Quelques leçons des pratiques internationales*, 12e Conférence Internationale de l'A.I.M.S (Association Internationale de

Management Stratégique), Tunis, Tunisia, June 04 - May 06 2003.

### Research Seminars

- NLEMVO Frédéric, *Croissance et internationalisation accélérée des jeunes entreprises : le cas des PME de la région Rhône-Alpes*, Workshop sur l'entrepreneuriat international, EM Normandie, Caen, France, February 25 2011.

## C. PROFESSIONAL EXPERIENCE

### Teaching

- 12/2009 - To date, Professor, Reims Management School, Reims, France
- 09/2004 - To date, Lecturer in innovation management, Université de Technologie de Troyes, Troyes, France
- 09/1994 - 09/1995, Research assistant, Management of information systems department, Université de Liège, Liège, Belgium
- 04/2007 - 04/2007, Visiting professor in innovation management, Sun Yat Sen University, Guangzhou, China
- 03/2004 - 06/2006, Visiting professor in innovation management, RISEBA (Riga International School of Economics and Business Administration), Riga, Latvia
- 09/2002 - 09/2009, Professor, ESC Troyes, Troyes, France
- 09/2001 - 09/2001, Visiting professor in entrepreneurship and business plan development, ALMA International MBA Program, Maastricht University, Maastricht, Netherland
- 05/2001 - 05/2003, Visiting professor in entrepreneurship, EHL (École Hôtelière de Lausanne), Lausanne, Switzerland
- 09/2000 - 09/2002, Professor, HEC, Université de Lausanne, Lausanne, Switzerland
- 09/1996 - 10/1998, Research assistant at the SMEs entrepreneurship center and teaching assistant, HEC-École de gestion de l'Université de Liège, Liège, Belgium

### Executive Education

- 05/2011 - 05/2011, Lecturer in Strategy, Executive Managers, Casablanca, Morocco, Paris Executive Campus
- 09/2007 - 06/2009, Lecturer in innovation marketing, CEO of Smart-ups, Troyes, France, Technopôle de l'Aube
- 01/2001 - 12/2001, Lecturer in 'strategic clusters in Wallonie', Executives of AWEX (Agence Wallonne à l'Exportation et aux investissements étrangers), Brussels, Belgium
- 09/1998 - 06/2002, Lecturer in entrepreneurship and business recovery, Executives, Liège, Belgium, IFPME (Institut de Formation pour les indépendants et les Petites et Moyennes Entreprises)

### Consulting

- 06/2003 - 09/2007, Consultant in business development, Aksantis, Atlanta, USA
- 09/2002 - 09/2009, Consultant in start-up coaching, Plug and Start participants, Troyes, France, Troyes Science Park - Technopôle de l'Aube
- 09/2002 - 09/2009, Consultant in business development, commercialisation of innovation and growth issues, Various high-tech companies, Troyes, France, Troyes Science Park - Technopôle de l'Aube
- 05/2001 - 05/2002, Consultant in Business development, KIMAP, Lausanne, Switzerland
- 05/2001 - 05/2003, Consultant in business development, APG Consult, Lausanne, Switzerland
- 01/2001 - 12/2002, Member of the EU Commission expert group, Benchmarking business angels, EU Commission, Brussels, Belgium
- 01/1992 - 09/1994, Consultant in import-export issues, Various entrepreneurs, Liège, Belgium, BAC

### Company Experience

- 09/2005 - 09/2009, Chairholder 'Innovation and Entrepreneurial Management', Groupe ESC Troyes, Troyes, France
- 09/2005 - To date, Coordinator of the Seminar Technology transfer and Innovation Management, Ph.D programme, Université de Technologie de Troyes, Troyes, France

- 09/2002 - 09/2009, Head of the Innovation and Entrepreneurship department, Groupe ESC Troyes, Troyes, France
- 09/2000 - 09/2002, Deputy head of the Entrepreneurship department, HEC, Université de Lausanne, Lausanne, Switzerland

**Other activities : Board of Directors, Association Leadership, Guest speaker in professional meetings,...**

- 01/2002 - 01/2006, Member of the scientific board, APG Consult, Lausanne, Switzerland
- 01/1997 - 01/2003, Member of the board of directors, NGO - Enfants du Monde, Herstal, Belgium
- 01/1996 - 01/2000, Member of the board of directors, CREASUD, Brussels, Belgium
- 01/1992 - 09/1994, Co-founder and member of the board, Belgian African Consulting, Liège, Belgium

## **D. PROFESSIONAL AND PERSONAL DEVELOPMENT**

**Other Accomplishments (not reported elsewhere)**

- 09/2009 - 12/2009, Member of the jury, Innovons Ensemble - Contest, Paris, France
- 09/2009 - 06/2010, Member of the Entrepreneurship Work Group, Conférence des grandes écoles, Paris, France
- 09/2006 - 12/2008, Member of the jury, CGPME Awards (Confédération générale du patronat des petites et moyennes entreprises), Troyes, France
- 07/2005 - 07/2009, Member of the jury, Advancia - Ecole Internationale d'été des jeunes entrepreneurs, Paris, France