

HELEN E. SALAVOU

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1. CURRENT POSITION

2020 – up to now Director of the Postgraduate Program [Athens MBA](#)
2020 – up to now Deputy Scientific Coordinator of the [Athens Center of Entrepreneurship and Innovation-ACEin](#)
2019 – up to now Associate Professor of Business Administration, Department of Business Administration
2017 – up to now Director of the [Management Laboratory](#)
2010 - 2019 Assistant Professor of Business Administration, Department of Business Administration

2. EDUCATION

1997 - 2002 Ph.D in Innovation, Department of Management Science and Technology, AUEB. Title: “Exploring Product Innovativeness Determinants in SMEs”.
1993 - 1995 Masters in Business Administration (full-time MBA), AUEB.
1989 - 1993 Bachelor in Business Administration, Department of Business Administration, AUEB.

3. TEACHING EXPERIENCE

3.1 IN ACAGEMIC INSTITUTIONS

2018 - AUEB, Athens MBA. Postgraduate Course:
▪ Business Administration
▪ Business Strategy (since 2021)
2016 - AUEB, PRIMA Full Time. Postgraduate Course:
Entrepreneurship and Innovation
2016 - AUEB, Business Administration Department. ERASMUS Course:
▪ Entrepreneurship
2010 - 2019 AUEB, Business Administration Department. ERASMUS Course:
▪ Business Strategy
2010 - 2018 AUEB, MBA Part Time. Postgraduate Course:
▪ Management and Leading Skills
2014 - AUEB, MBA Full Time. Postgraduate Course:
▪ Entrepreneurship and Innovation
2009 - 2017 AUEB, MSc in Management of Services (Part-time). Postgraduate Course:
▪ Entrepreneurship and Innovation
2009 - 2017 AUEB, Department of Marketing and Communication. Undergraduate Course:
▪ Business Strategy (7th semester)
2009 - AUEB, Department of Business Administration. Undergraduate Courses:
▪ General Principles of Management (2nd semester)
▪ Social Entrepreneurship (7th semester)
2003 - 2009 AUEB, Department of Accounting and Finance. Undergraduate Courses:
▪ Principles of Management (1st semester)
▪ Business Policy and Strategy (7th semester)
▪ Entrepreneurship (8th semester)
2006 - 2017 AUEB, MSc in Management of Services (Part-time). Postgraduate Course:

- 2006 - 2017
 - Business Strategy
 Agricultural University of Athens. Undergraduate Course:
 - Entrepreneurship

3.2 IN NON-ACADEMIC INSTITUTIONS (selection)

- 2018 - PwC's Academy. Business seminars in Management.
- 2015 - AUEB Vocational Training Center (KEK). Educational Program in Social Entrepreneurship (Scientific Coordinator).
- 2002 - 2014 Hellenic Management Association (EEDE): Athens, Patra, Crete, MBA. Postgraduate Course: Business Policy and Strategy
- 1996 - 2006 Athens Graduate School of Management, Nottingham Business School, Full Time, Part Time and Executive MBA. Postgraduate Courses: Strategic Management and Marketing, Environment of the Manager, Thinking and Managing Strategically, Business Policy and Performance, Managerial Task, Competing for the Future.
- 1998 - AUEB Vocational Training Center (KEK). Subjects: Entrepreneurship, Strategy, Management, Marketing, Innovation, SMEs and Training of Trainers.
- 1998 - 2001 EATA HELLENIC POST Vocational Training Center (KEK) in Athens, Patra and Salonica. Subjects: Management, Marketing, Innovation.

4. SCIENTIFIC WORK

4.1 ACADEMIC JOURNALS (~2,700 google scholar citations 2021)

1. Mamakou X. and Salavou H. Configurations of Adolescents in Entrepreneurial Intentions Research. Findings from Fuzzy-set Qualitative Comparative Analysis (under review).
2. Salavou. H. Entrepreneurial Career Choice through the Lens of Adolescents and their Psychological Capital (under review).
3. Salavou, H., Chalkos, G. and Lioukas, S., Linkages between Entrepreneurial Intentions and Entrepreneurial Education: New Evidence on the Gender Imbalance, *Education + Training* 2021, 63(6), 906-919.
4. Salavou, H. and Cohen, S., Towards a Typology of Social Enterprises based on Performance: Some New Evidence, *Journal of Social Entrepreneurship* 2021, 12(3), 380-398.
5. Salavou, H. and Manolopoulos, D., Pure and Hybrid Strategies in Social Enterprises: An Empirical Investigation, *EuroMed Journal of Business* 2021, 16 (3), 274-289.
6. Salavou, H. and Lioukas, S., An Empirical Juxtapose of the Effects of Self-image on Entrepreneurial Career along the Spectrum of Nascent to Actual Entrepreneurs, *European Management Review* 2019, 16 (4): 1129-1141.
7. Salavou, H., Competitive Strategies and their Shift to the Future, *European Business Review* 2015, 27 (1): 80-99.
8. Halikias, J. and Salavou, H., Generic Business Strategies of Greek Exporting Firms, *European Journal of International Management* 2014, 8 (2): 127-140.
9. Salavou, H., Hybrid Strategies in Greece: A pleasant surprise, *European Business Review* 2013, 25 (3): 301-314.
10. Salavou, H. and Sergaki, G., Generic Business Strategies in Greece: Private Food Firms versus Agricultural Cooperatives, *Journal of Rural Cooperation* 2013, 41 (1): 44-59.
11. Voudouris, I., Dimitratos, P. and Salavou, H. Entrepreneurial Learning and Growth in an International New High-Technology Venture, *International Small Business Journal* 2011, 29 (3): 238-258.
12. Salavou, H., Strategy types of service firms: Evidence from Greece, *Management Decision* 2010, 48 (7): 1033-1047.
13. Salavou, H. and Halikias, J., Strategy types of exporting firms: A view on the basis of competitive advantage, *European Business Review* 2009, 21 (2): 144-158.
14. Salavou, H. and Avlonitis, G., Product innovativeness and performance: A focus on SMEs, *Management Decision* 2008, 46 (7): 969-985.

15. Avlonitis, G. and Salavou, H., Entrepreneurial orientation of SMEs, product innovativeness and performance, *Journal of Business Research* 2007, 60 (5): 566-575.
16. Salavou, H., Dimitratos, P. and Voudouris, I., Growth potential and entrepreneurial orientation profiles of SMEs in Greece, *Piccola Impresa / Small Business* 2006, 2: 79-91.
17. Salavou, H., Do customer and technology orientations influence product innovativeness in SMEs? Some new evidence from Greece, *Journal of Marketing Management* 2005, 21 (3/4): 307-338.
18. Salavou, H., Baltas, G. and Lioukas, S., Organizational innovation in SMEs: the importance of strategic orientation and competitive structure, *European Journal of Marketing* 2004, 38 (9/10): 1091-1112.
19. Salavou, H., The concept of innovativeness: should we need to focus?, *European Journal of Innovation Management* 2004, 7 (1): 33-44.
20. Salavou, H. and Lioukas, S., Radical product innovations in SMEs: The dominance of entrepreneurial orientation, *Creativity and Innovation Management* 2003, 12 (2): 94-108.
21. Salavou, H., Profitability in market-oriented SMEs: does product innovation matter?, *European Journal of Innovation Management* 2002, 5 (3): 164-171.

4.2 CONFERENCES

1. Chalkos G. and Salavou, H. The Role of Commitment Along the Start-up Process. RENT XXXV Conference – Research in Entrepreneurship and Small Business, EIASM 2021, Turku Finland.
2. Chalkos G. and Salavou, H. The impact of psychological capital on the entrepreneurial activity and the role of commitment. RENT XXXIV Conference – Research in Entrepreneurship and Small Business, EIASM 2020, Naples Italy.
3. Salavou, H. and Chalkos G. Psychological capital and entrepreneurial intentions of adolescents. Does education and training make a difference? RENT XXXIV Conference – Research in Entrepreneurship and Small Business, EIASM 2020, Naples Italy.
4. Salavou, H. The impact of psychological capital on academic performance: Evidence from female adolescents. EURAM Conference 2020, Dublin Ireland.
5. Chalkos, G. and Salavou, H., What's new about "aspiring" and "nascent" entrepreneurs? RENT XXXIII conference - Research in Entrepreneurship and Small Business, EIASM 2019, Berlin Germany.
6. Chalkos, G. and Salavou, H., Bridging Intention-Action Gap through Commitment and Action Orientation: A Differentiated Approach of Implementation Intentions. Workshop Cognitive Perspective in Entrepreneurship Research: Past, Present, and Future. IPAG Business School 2018, Paris France.
7. Cohen, S. and Salavou, H., Clustering Social Enterprises Based on Impact. New Evidence from Greece. 19th International Conference on Social Enterprise, ICSE 2017, Rome Italy.
8. Chalkos, G. and Salavou, H., From entrepreneurial intentions to action: Does commitment matter? RENT XXX conference - Research in Entrepreneurship and Small Business, EIASM 2016, Antwerp Belgium.
9. Cohen, S. and Salavou, H., Intellectual Capital in Social Enterprises. 12th EIASM Interdisciplinary Workshop on Intangibles, Intellectual Capital & Extra-Financial Information 2016, St Petersburg Russia, Best Paper Award.
10. Chalkos, G. and Salavou, H., Symbolic Entrepreneurial Capital and Entrepreneurial Habitus: A "Theory of Practice" perspective on the formation of Entrepreneurial Intentions. BAM Conference 2016, Newcastle United Kingdom.
11. Salavou, H. and Kyriakidou, O. Measuring the value of social enterprises: Should we need something in hand? 11th EIASM Interdisciplinary Workshop on Intangibles, Intellectual Capital & Extra-Financial Information 2015, Athens Greece.
12. Kyriakidou, O. and Salavou, H. (Stream Organizers), Gender in Social Enterprises: (Re)producing Hegemonic Masculinity. EURAM Conference 2015, Warsaw Poland.
13. Salavou, H. and Chalkos, G., Shifting from Intent to Action: A Different Conceptualization of Entrepreneurial Intentions. RENT XXVIII conference - Research in Entrepreneurship and Small Business, EIASM 2014, Luxembourg.
14. Kyriakidou, O. and Salavou, H., Stream Organizers, Title "Equality, Diversity and Inclusion for Social Enterprises". EDI Conference 2014, Munich Germany.
15. Salavou, H., Papagiannakis, G. and Lioukas, S., Examining Entrepreneurial Intentions of Greek Graduates. RENT XXVII Conference - Research in Entrepreneurship and Small Business, EIASM 2013, Vilnius Lithuania.

16. Salavou, H., Deligianni, I. and Lioukas, S., Examining Entrepreneurial Intentions of Greek Business Students. RENT XXVI Conference - Research in Entrepreneurship and Small Business, EIASM 2012, Lyon France.
17. Salavou, H., Strategy Types of Food Firms in Greece: Does strategic purity pay? EBES 2011 Conference, Istanbul Turkey.
18. Salavou, H. and Avlonitis G., Product Innovativeness and Performance in SMEs. 35th EMAC 2006, Athens Greece.
19. Salavou, H., Dimitratos, P. and Voudouris, I., SMEs Growth and Entrepreneurial Orientation Profiles: Some New Evidence from Greece. RENT XIX Conference - Research in Entrepreneurship and Small Business, EIASM 2005, Napoli Italy.
20. Voudouris, I., Dimitratos, P. and Salavou, H., Strategic growth of a high-technology SME across geographic markets and industry sectors: A case study analysis. RENT XIX Conference - Research in Entrepreneurship and Small Business, EIASM 2005, Napoli Italy.
21. Salavou, H. and Papastathopoulou, P., Market orientation and business performance: the moderating role of product innovation. 30th EMAC 2001, Bergen Norway.
22. Baltas, G. and Salavou, H., An empirical investigation of the determinants of product innovation in small and medium sized firms. 29th EMAC 2000, Rotterdam Holland.

4.3 BOOKS AND CHAPTERS IN BOOKS

1. Salavou, H. 2020. Entrepreneurship for sustainable development: Entrepreneurship in higher education and nascent entrepreneurship, in Higher Education and Sustainability, Brinia, V. and Davim, P. (eds.), UK: CRP Press Taylor and Francis Group.
2. Salavou, H. 2019. Introduction to Management, Business Functions (in Greek), AUEB Publishing, Athens.
3. Salavou, H. 2013. Innovation and Change in Business (in Greek). Athens, Greece: Rosili.
4. Dimitratos, P., Voudouris, I. and Salavou, H. 2007. Growth of a Greek International New Venture Across Geographic Markets and Industries, in Anxieties and Management Responses in International Business, Sinkovics, R. and Yamin, M. (eds.), UK: Palgrave MacMillan, 195-207.
5. Salavou, H. 2006. Exploring Product Innovativeness Determinants in SMEs, in Doctoral Studies in Management Science & Technology, Athens: Department of Management Science and Technology, Athens University of Economics and Business.
6. Voudouris, I., Salavou, H. and Lioukas, S. 2006. Outsourcing as an Opportunity in Entrepreneurship, in Matters of Entrepreneurship (in Greek), Athens University of Economics and Business, EPEAEK II, Category of Action 3.1.2.b., Athens.

5. WORK & RESEARCH ACTIVITY

2021 - 2022	Greek National Scholarship Foundation (IKY), Operational Program «Human Resource Development, Education and Lifelong Learning», Act «Support for Postgraduate Researchers – Part B», Participation as Supervisor of George Chalkos. Title: «Entrepreneurial Intentions and New Venture Creation: From «willing to become an entrepreneur» to «succeed in becoming an entrepreneur», European Social Fund.
2019	Research Centre of the AUEB, Project of Original Scientific Publications of AUEB Faculty Members. Participation as scientific coordinator. Title: «Determinants of entrepreneurial profiles of high school students in Greece», National Resources.
2018 - 2019	Research Centre of the AUEB, AUEB Research Support Program, Action 2: Support to Postdoctoral Researchers. Participation as proposer. Title: «The Entrepreneurial Journey: Bridging Intention – Action Gap», National Resources.
2017 - 2020	Research Centre of the AUEB, ERASMUS+ Project, Action: Strategic Partnerships for adult education. Participation as scientific coordinator. Title: “NGEurope: Promoting European Social Cohesion through leadership and change engagement by NGOs”, European Community.
2017 - 2020	Research Centre of the AUEB, ERASMUS+ KA2 Project, Action: Cooperation for innovation and the exchange of good practices – Capacity building in the field of higher

	education. Participation as researcher. Title: Strengthening of relations between higher education and the wider economic and social environment/ Yabda.
2017 - 2018	Research Centre of the AUEB, Project of Original Scientific Publications of AUEB Faculty Members. Participation as scientific coordinator. Title: "Strategic Issues of Social Enterprises in Greece", National Resources.
2015 - 2017	Research Centre of the AUEB, Project of Original Scientific Publications of AUEB Faculty Members. Participation as scientific coordinator. Title: "Determinants of Young Entrepreneurship in Greece during Financial Crisis", National Resources.
2015	Research Centre of the AUEB, Project of Supporting pilot actions connecting businesses with institutions providing CSR services in the environment. Participation as researcher. Title: "Corporate Responsibility and Euphoria", European Community and National Resources.
2014 - 2015	Research Centre of the AUEB, Project of Exploiting Research Outcomes at the AUEB. Participation in training and mentoring. Title: "Providing Support Services for Entrepreneurship", European Community and National Resources.
2012 - 2013	Research Centre of the AUEB, Research Project of the Laboratory of Strategy and Entrepreneurship. Participation as researcher. Title: "Conducting Research and Diffusing Knowledge Concerning Factors determining the Decision of Starting a New Business Venture, Financing by the Institute of Juveniles and Lifelong Learning.
2011 - 2015	Research Centre of the AUEB, Project of Original Scientific Publications of AUEB Faculty Members. Participation as scientific coordinator. Title: "Management and Leadership skills", National Resources.
2011 - 2012	Research Centre of the AUEB, Project "Education and Lifelong Learning", Action "Innovation and Entrepreneurship Unit". Participation as researcher. Title: "Entrepreneurial Intentions of students and graduates", European Community and National Resources.
2007	European Profiles S.A. (consulting company): Consulting services to conduct a research on mapping educational needs of public management institutions.
2007	Research Centre of the AUEB, Project "JOINT-VENTURES OF RESEARCH AND TECHNOLOGICAL DEVELOPMENT IN SECTORS OF NATIONAL PRIORITY". Participation as researcher. Title: "Emerging Leadership Types (ANA.MORF.I)", General Secretariat for Research and Technology (GGET), Ministry of Development.
2007	INE-GSEE Vocational Training Center (KEK), Project EQUAL. Title: "Reinforcing very small firms to adjust through lifelong learning of entrepreneurial aspects". Participation as external consultant for preparing teaching material.
2006	Research Centre of the AUEB, Project "Positive Actions in favor of Women". Participation as researcher. Title: "Female education Juvenile Entrepreneurship, Goal of Equality (G.E.N.E.S.IS.)", EPEAEK II, Category of Actions 4.1.1.st.
2004 - 2006	Research Centre of the AUEB, OPERATIONAL PROGRAMME COMPETITIVENESS. Participation as researcher. Title: "Leading Change and Business Transformation (KAEM)", General Secretariat for Research and Technology (GGET), Ministry of Development.
2004	MOD S.A.: Consulting Services for Determining a Representative Sample of Projects within the 3 rd Community Support Framework in order to control their implementation status.
2004	STET HELLAS: Consulting Services for the Assessment of a Dealer.
2003 - 2004	Research Centre of the AUEB, INNOVATION AND ENTREPRENEURSHIP Project. Participation as researcher. Title: "Encouraging entrepreneurial activity and innovative applications", EPEAEK II, 3 RD COMMUNITY SUPPORT FRAMEWORK.
2003	DIASTASI Vocational Training Center (KEK): Consulting services for managerial issues.
2001 - 2002	MOD S.A.: Consulting Services for the Diagnosis of Management and Infrastructure Needs of Final Beneficiaries in the 3 rd Community Support Framework.
1997 - 1999	Research Centre of the AUEB, PROSEGISIS Project. Participation as researcher. Title: "Hellenic Innovation Management Techniques Initiative Project", Innovation Program, DG XIII, European Union-Commission.
1999	CLOTEFI: Consulting services for the implementation of innovation management techniques in SMEs.

- 1998 BPM S.A.: Consulting services for the implementation of innovation management techniques in SMEs.
- 1995 - 1997 NIVER LINES S.A.: Research on strategic issues related to new investments of the Group (full-time employee).

6. KEY OTHER ACTIVITIES

- PhD Supervisor of G. Chalkos (2012-2017)
- Reviewer in international journals
- MBA Thesis Supervisor
- Founding member of the Research Unit of Social Entrepreneurship at the AUEB (<http://use.aueb.gr/>, starting date: January 2015)
- Member of the Strategy and Entrepreneurship Laboratory of AUEB (<http://este.dmst.aueb.gr/>, since 1997)
- Scientific Coordinator of the education program titled “Social Entrepreneurship” at the AUEB (<http://dose.aueb.gr/>, starting date: September 2015)
- Mentor and Advisor for Entrepreneurs (ACEin Incubator, Hackathon Cosmote, e.t.c.)
- Member of Evaluation Committees (pro bono), such as CSR HELLAS (2016, 2017), Bravo Sustainability Awards (2016).

7. KEY EXPERIENCES AND SKILLS

- Excellence in teaching performance at the postgraduate level (2008-2010, 2014-16).
- Member of the Economic Chamber of Greece.
- Registered Trainer (ID: 410310) of the National Accreditation Center for Continuing Vocational Training (EKEPIS).
- Expertise in statistical packages (i.e., STATA, EQS Structural Equations, SPSS).
- Holder of a 3-year scholarship for postgraduate and doctoral studies from the Greek National Scholarship Foundation (IKY).
- Languages: Greek (native), English (Certificate of Proficiency in English, University of Cambridge), German (Kleines Deutsches Sprachdiplom, Goethe Institut).