

Ioanna L. Deligianni

tel: +30 6972 212341, e-mail: idelig@aueb.gr

Personal Details Date of Birth: 07 December 1980

Education

- 2006-2009 Athens University of Economics and Business
PhD in the Department of Management Science and Technology
Dissertation: «New Ventures' Strategic Growth Patterns: Antecedents and Outcomes»
GPA: Honors
- 2004-2005 Athens University of Economics and Business
Master in Business Administration (MBA-International)
GPA: 8,55/10 (Honors)
- 1999-2004 National Technical University of Athens
Diploma from the Department of Chemical Engineering
GPA: 9,18/10 (Honors)

Experience

Teaching

Experience

- Oct 2019-today **Athens University of Economic and Business**
Assistant Professor in Management at the Department of Management Science and Technology
Undergraduate Course: Management of International Businesses
Postgraduate Course: Entrepreneurship and Business Planning
- Oct 2013-today **Hellenic Open University**
Lecturer at the School of Social Sciences
Undergraduate Course: Business Administration
- Feb 2017-2019 **Athens University of Economic and Business**
Adjunct Lecturer at the Department of Marketing and Communication
Undergraduate Course: Entrepreneurship (co-teaching with Eleanna Galanaki)
- Oct 2016-2018 **Athens University of Economic and Business**
Scholarship Fellow at the Department of Accounting and Finance
Undergraduate Course: Entrepreneurship
- Oct 2014-2018 **Open University of Cyprus**
Lecturer at the School of Economics and Management (Business Administration Graduate)

Undergraduate Courses: Principles of Business Administration; Organizational Behavior; Human Resource Management

- Oct 2014-June 2015 **Vocational Trainer Center of the Hellenic Post SA**
Trainer at the Fourth Cycle of Human Resource Development
Course: Business Strategy
- Institute of Education and Training of Members of the Greek Engineering Chamber**
Trainer at the Program "Employment for Unemployed and Young Scientists in the Fields of Environmental Protection and Efficient Management of Natural and Energy Resources"
Course: Social Entrepreneurship
- Oct 2013-May 2014 **Business College of Athens**
Lecturer at the Business Department
Undergraduate Course: Business Strategy
Postgraduate Course: Global Environment
- Oct 2013-Jan 2014 **Athens University of Economics and Business**
Lecturer at the Master of Science in Human Resource Management Program
Postgraduate Course: Business Strategy (with Prof. Lioukas)
- Jan 2012-May 2013 **University of Cyprus**
Visiting Lecturer at the Department of Public and Business Administration
Undergraduate Courses: Principles of Business Administration; Communication in Management; Negotiations and Conflict Management
- Oct 2011-Feb 2012 **Athens University of Economics and Business**
Oct 2010-Feb 2011 Adjunct Lecturer at the Department of Accounting and Finance
Undergraduate Course: Principles of Business Administration
- Oct 2011-Feb 2012 **Technological Educational Institute of Athens**
Scientific Fellow at the Department of Health Care and Social Units Administration
Undergraduate Course: Principles of Business Administration
- Oct 2010-Feb 2011 **Technological Educational Institute of Athens**
Scientific Fellow at the Department of Marketing
Undergraduate Course: Management in Laboratories
- Jun 2010-Jul 2010 **Athens University of Economics and Business**
Scientific Fellow at the Youth Entrepreneurship Summer Program
Undergraduate Course: Business Plan Development
- Oct 2009-Feb 2010 **University of the Aegean**
Lecturer at the Program in Financial Management Engineering
Postgraduate Course: Strategic Management for Engineers

May 2006-Dec 2011 **Athens University of Economics and Business**
Scientific Fellow at the International MBA Program
Postgraduate Course: Ethics and Corporate Governance (Prof. Zyglidopoulos and Prof. Lioukas)

Jan 2006-Dec 2011 **Athens University of Economics and Business**
Scientific Fellow at the Department of Management Science and Technology
Preparatory Course: Business Game

**Research
Experience**

Sep 2005-today Research Areas: Strategic Management, New Venture Growth, Technology Adoption, Flexibility and Business Transformation, Competitiveness and Entrepreneurship. Indicative projects:

- Original Research Papers of Professors and Lecturers at the Athens University of Economic and Business
Research Center of the Athens University of Economics and Business, 2016
Participation in the data collection process, the analysis of data, and the writing of original research papers.
- Success factors for Firm Growth During the Economic Crisis
Research Center of the Athens University of Economics and Business and Ministry of National Education and Religious Affairs, 2013
Participation in the data collection and analysis for the development of case studies and the extraction of conclusions.
- Encouraging of Entrepreneurial Activity, Innovative Applications and Elective Courses III
Research Center of the Athens University of Economics and Business and Ministry of National Education and Religious Affairs, EPEAEK II, 2007-2013
Participation in: (i) the conduct of a field survey regarding entrepreneurial intention of under- and post-graduate students at the Athens University of Economics and Business and (ii) the development of a book chapter for educative purposes entitled "Hidden champions in crisis: Evidence form Greek case studies".
- Performance of Technology Adoption: The Impact of Technological Capabilities and Managerial Socio-Cognitive Capacities, Basic Research Funding Program (PEVE) 3
Research Center of the Athens University of Economics and Business, 2010-2011
Participation in the research regarding the effects of technological capabilities and managerial socio-cognitive capacities on the performance of technology adoption.
- Effects of Functional and Numerical Flexibility on New Ventures Innovation, Basic Research Funding Program (PEVE) 2

**Research Center of the Athens University of Economics and Business,
2009-2010**

Participation in the research regarding the effect of the use of flexible work practices on the innovation outcomes of new ventures.

- Encouraging Entrepreneurial Activity, Innovative Applications and Elective Courses II

**Research Center of the Athens University of the Economics and Business and
Ministry of National Education and Religious Affairs, EPEAEK II, 2005-2008**

Participation in the development and the implementation of the project.

- Postgraduate Studies Programme in Human Resources Management

**Research Center of the Athens University of Economics and Business and
Ministry of National Education and Religious Affairs, EPEAEK II, 2007**

Participation in the research regarding the human resources management practices in Greek firms.

- Leading Change and Business Transformation

**Research Center of the Athens University of Economics and Business and
General Secretariat for Research and Technology (Ministry of Development),
2005-2006**

Participation as a researcher. Analysis and Preliminary Development of Tools for Managers.

- Annual Report on Competitiveness, 2005

**Research Center of the Athens University of Economics and Business and
the Ministry of Development, 2005-2006**

Data collection and analysis. Participation in the development of the report.

- Statistical Analysis of the Criteria of the International Competitiveness Indicators: Independent Dimensions and Impact on the GDP

**Research Center of the Athens University of Economics and Business and
Ministry of Development, 2005**

Statistical analysis of data bases concerning the criteria that compound the International Competitiveness Indicators. Country assortment based on the indicators. Comparisons between Greece and other European Countries. Interpretation of potential declinations.

***Consulting
Experience***

Sep 2009-Dec 2011

Financial Literacy Project

EFG Eurobank Ergasias and Athens University of Economics and Business

Participation in the conduct of primary and secondary research regarding Financial Literacy.

Sep 2009-Jun 2010

Socioeconomic Impact Analysis for a Shopping Center

Prufrock Management S.A. and Athens University of Economics and Business

Participation in the analysis of the economic and social impacts that stem from the construction and operation of a shopping center.

Mar 2009-May 2009

Development of Evaluation Criteria for Small Enterprises in the Context of the Financial Support of Three Main Sectors: Manufacturing, Tourism and Trade

Ministry of Finance and Athens University of Economics and Business

Member of the work team for the development of the evaluation criteria.

- Jun 2008-Jan 2009 Entrepreneurship Forum – Topic: Innovative Entrepreneurship
Hellenic Organization of Small Medium Sized Enterprises and Handicraft SA (EOMMEX SA)
Development of an innovation guide for SMEs. Member of the working group.
- Jul 2007-Dec 2007 Implementation of New Working Methods in Multicultural Groups
Hellenic Organization of Small Medium Sized Enterprises and Handicraft SA (EOMMEX SA)
Research on implementing e-commerce and teleworking methods in multicultural groups.
- Apr 2007 Restructuring of the Production System in the Textile Industry
Clothing Textile and Fibre Technology Development Company SA (CLOTEFI SA)
Research and development of a crisis management tool in the textile industry - focus on HR.

Further Working Experience

- July 2016-2019 Ministry of Economy and Development
General Secretariat for Industry
- Sep 2003-Oct 2003 Veterin SA
Internship
Participation in the preparation of the laboratory for the ISO 9001 annual audit.

Publications

**Journal Publication
(refereed)**

1. Deligianni, I., Sapouna, P., Voudouris, I., and Lioukas, S. 2020. "An Effectual Approach to Innovation for New Ventures: The Role of Entrepreneur's Prior Start-Up Experience", **Journal of Small Business Management**, DOI: 10.1080/00472778.2019.1698432, ABS: 3, SSCI Impact Factor 2018: 3.120.
2. Deligianni, I., Voudouris, I., Spanos, Y., and Lioukas, S. 2019. "Non-Linear Effects of Technological Competence on Product Innovation in New Technology-Based Firms: Resource Orchestration and the Role of the Entrepreneur's Political Competence and Prior Start-Up Experience", **Technovation**, DOI: 10.1016. ABS: 3, SSCI Impact Factor 2018: 5.250.
3. Deligianni, I., Voudouris, I., and Lioukas, S. 2017. "Do Effectuation Processes Shape the Performance Output of Product Diversification in New Ventures?", *Entrepreneurship Theory and Practice*, 41(3): 349-377. ABS: 4, SSCI Impact Factor 2018: 6.193.
4. Voudouris, I., Deligianni, I., and Lioukas, S. 2017. "The Relationship Between Labour Flexibility and New Ventures Innovation: Does the Entrepreneur Matter?", **Industrial and Corporate Change**, 26(5), 931-951. ABS: 3, SSCI Impact Factor 2018: 1824.
5. Deligianni, I., Dimitratos, P., Petrou, A., and Aharoni, Y. 2016. "Entrepreneurial Orientation and International Performance: The Moderating Effect of Decision Making Rationality", **Journal of Small Business Management**, 54(2): 462-480. ABS: 3, SSCI Impact Factor 2018: 3.120.
6. Deligianni, I., Voudouris, I., and Lioukas, S. 2015. "Growth Patterns of Small Technology Firms: The Effects of Different Knowledge Types Over Time", **Journal of World Business**, 50(3): 491-504. ABS: 4, SSCI Impact Factor 2018: 5.789.
7. Deligianni, I., Voudouris, I., and Lioukas, S. 2014. "The Relationship Between Innovation and Product Diversification in New Ventures: Unidirectional or Bidirectional?", **IEEE Transactions on Engineering Management**, 61(3): 462-475. ABS: 3, SSCI Impact Factor 2018: 1.867.
8. Deligianni, I., and Voudouris, I. 2011. "New Venture Strategies in a Catching-Up Economy: Identifying a Strategic Typology and Trajectory through Case Studies", **Management Research Review**, 34(7):732-753. ABS: 1. Outstanding Paper Award Winner at the Literati Network Awards for Excellence 2012

Google Scholar citations (January 2020): 118

Google Scholar page: <https://scholar.google.gr/citations?user=fExGI-sAAAAJ&hl=en>

**Book Chapters
(refereed)**

1. Deligianni, I. "Hidden Champions in Crisis", in S. Lioukas "Innovating, Becoming an Entrepreneur" (2013), Athens: Company of Exploitation and Management of the Athens University of Economics and Business Resources Publishing , pp. 97-118.
2. Voudouris, I., and Deligianni, I. "Emerging Entrepreneurship and SME policy development in Greece after the economic crisis", in A. Szabo "Emerging Entrepreneurship and SME Policy development in BSEC after the economic crisis" (2012), Turkey: K-A-S, pp. 198-216.
3. Plakoyiannaki, E., and Deligianni, I. "Growth and Learning Spillovers from International Markets: Empirical Evidence from Greece", in M.V. Jones, P. Dimitratos, M. Fletcher & S. Young "Internationalization, Entrepreneurship, and the Smaller Firm" (2009), UK: Edward Elgar Publishing, pp. 37-53.

**Papers in
Conference
Proceedings
(refereed)**

1. Deligianni, I., Sapouna, P., Voudouris, I. and Liouka, I. "Revisiting the Effects of Effectuation on New Venture Performance: A Regulatory Fit Perspective", **Effectuation Conference**, November 2019, Berlin, Germany.
2. Deligianni, I., Sapouna, P., Voudouris, I. and Liouka, I. "When Do Effectuation Principles Drive High New Venture Performance? The Importance of Regulatory Fit", **International Symposium in Finance**, July 2019, Crete, Greece.
3. Deligianni, I., Sapouna, P., Voudouris, I. and Lioukas S. "An Effectual Approach to Product Innovation for New Ventures: The Role of the Entrepreneur's Prior Start-Up Experience", **Research in Entrepreneurship and Small Business XXXI (RENT) Annual International Conference**, November 2017, Lund, Sweden.
4. Giannadaki, A., Deligianni, I. and Sapouna, P. "The Relationship Between Product Diversification and International Entry Mode: The Role of International Experience", **14th Annual Conference of the Department of Management Science and Technology**, May 2017, Athens, Greece.
5. Deligianni, I., and Voudouris, I. "The Relationship Between Innovation and Product Diversification in New Ventures: Does Relatedness Matter? ", **European Academy of Management (EURAM)**, June 2016, Paris, France.
6. Deligianni, I., Voudouris, I., and Spanos, Y. "The Relationship Between Technological Competence and Product Innovation in New Technology-Based Ventures and the Role of the Entrepreneurs' Competences", **European Academy of Management (EURAM)**, June 2016, Paris, France.
7. Caloghirou, Y., Protogerou, A., and Deligianni, I. "How Could Education Systems Cultivate Knowledge-Intensive Entrepreneurship? An Example from Engineering Education", **35th Druid Celebration Conference**, June 2013, Barcelona, Spain.
8. Deligianni, I, Dimitratos, P, and Petrou, A. "International Entrepreneurial Orientation and Micromultinationals: The Moderating Effect of Being an International New Venture", **European International Business Academy (EIBA)**, December 2012, Brighton, UK.

9. Salavou, H., Deligianni, I., and Lioukas, S. "Examining Entrepreneurial Intentions of Greek Business Students", **Research in Entrepreneurship and Small Business XXVI (RENT) Annual International Conference**, November 2012, Lyon, France.
10. Deligianni, I., Voudouris, I., and Lioukas, S. "Do Effectuation Processes Shape the Performance Output of Product Diversification in New Ventures?", **International Federation of Scholarly Associations of Management (IFSAM)**, June 2012, Limerick, Ireland.
11. Deligianni, I., and Raftopoulos, K. "Technological Capability and New Venture Innovation: The Moderating Effects of Entrepreneur-Specific Abilities", **9th Students' Conference of Strategic Management and Technology**, May 2012, Athens, Greece.
12. Deligianni, I., and Voudouris, I. "The Relationship between Innovation and Diversification in the Case of New Ventures: Unidirectional or Bidirectional?", **2010 Babson College Entrepreneurship Research Conference (BCERC)**, June 2010, Lausanne, Switzerland.
13. Voudouris, I., and Deligianni, I. "Labor Flexibility and New Ventures' Innovation", **2010 Babson College Entrepreneurship Research Conference (BCERC)**, June 2010, Lausanne, Switzerland.
14. Deligianni, I., Voudouris, I., and Lioukas, S. "The Impact of Technological Capability, Entrepreneurial Locus of Control and Political Competence on New Venture Innovation", **Dynamics of Institution and Markets in Europe (DIME) Conference**, May 2010, Athens, Greece.
15. Voudouris, I., Deligianni, I., and Lagara, P. "Effects of Functional and Numerical Flexibility on New Ventures Innovation", **Research on Entrepreneurship (RENT) XXIII Conference**, Nov 2009, Budapest, Hungary.
16. Deligianni, I., and Voudouris, I. "New Venture Strategies and Performance in a Catching-Up Economy: Identifying a Strategic Typology and Trajectory Through Case Studies", **Research on Entrepreneurship (RENT) XXII Conference**, Nov 2008, Covilha, Portugal.
17. Plakoyiannaki, E., Deligianni, I. and Dimitratos, P. "Growth and Learning Spillovers from International Markets: Empirical Evidence from Greek Firms", **33rd European International Business Academy (EIBA) Annual Conference**, December 2007, Catania, Italy.
18. Deligianni, I., and Voudouris, I. "Strategic Growth Trajectories Predicting New Venture Performance: An Analysis through Case Studies", **52nd International Conference of Small Business (ICSB) World Conference**, June 2007, Turku, Finland.
19. Deligianni, I. "Strategic growth Patterns of New Ventures: Analysis through Case Studies", **4th Annual Conference of the Department of Management Science and Technology**, May 2007, Athens, Greece.
20. Deligianni, I. "Performance Patterns of New Ventures: The Case of a Greek

Venture from the Food Industry”, **3rd Annual Conference of the Department of Management Science and Technology**, May 2006, Athens, Greece.

Memberships in Scientific Communities

Member in:

- ECSB (European Council for Small Business and Entrepreneurship)
- BCERC (Babson College Entrepreneurship Research Conference)
- ICSB (International Conference for Small Business)
- EURAM (European Academy of Management)
- TCG (Technical Chamber of Greece)

Languages

• English

Certificate of Proficiency (University of Cambridge / University of Michigan)
General Management Admission Test - GMAT (Score: 700, below: 93%)

• French

Diplôme Approfondi de Langue Française (DALF)

• Spanish

Diploma de Español como Lengua Extranjera (DELE) Nivel Superior

Awards and Scholarships

• Propontis Foundation

(Full Scholarship for Doctoral Studies: 2006-2008)

• Bodossaki Foundation

(Full Scholarship for Postgraduate Studies: 2004-2005)

• State Scholarship Foundation (IKY)

(Award for Excellent Performance: 2000-2001, 2001-2002)

• Greek Organization for Nautical Allowances

(Award for Excellent Performance: 2000-2001, 2001-2002, 2002-2003, 2003-2004)