



Full Professor Maria Fernanda ARREOLA

Academic Department: Strategy, Entrepreneurship
and International Business

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RESEARCH INTERESTS

- Entrepreneurship
- Service Innovation
- Governance

TEACHING DOMAINS

- Entrepreneurship
- Social Entrepreneurship
- Business Creation
- Strategy
- Innovation

EDUCATION

Highest degree :

- | | |
|------|---|
| 2014 | PhD in Business Administration, Strategic Management, Graduated with Honors, Fundação Getúlio Vargas, Brazil
<i>Three Essays on the Role of State Ownership in the Internationalization of Emerging Multinationals</i> |
| 2009 | Master of Business Administration in Global Management, Thunderbird School of Global Management, United States of America |
| 2005 | B.S. in Mechanical and Industrial Engineering, Tecnológico de Monterrey, Mexico |

PROFESSIONAL EXPERIENCE

Academic experience and positions

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| Since 2023 | Professor, ESSCA School of Management, France |
| 2020 - 2023 | Dean of the Faculty and Research, ISC Business School, France |
| 2018 - 2020 | Associate Professor, Ecole de Management Léonard de Vinci (EMLV), France |
| 2016 - 2018 | Assistant Professor, ESSCA School of Management, France |
| 2008 - 2009 | Research Assistant, Thunderbird School of Global Management, United States of America |
| 2007 - 2008 | Research Assistant, Thunderbird School of Global Management, United States of America |

PROFESSIONAL EXPERIENCE

Professional experience

- 2018 - 2020 Co-founder, My Dual Project, France
- 2009 - 2010 Commercial Intelligence & Support Manager, Johnson & Johnson Medical Devices, Mexico
- 2006 - 2007 Process Efficiency Manager, Grupo Mayan, Mexico
- 2004 - 2006 Project Manager, HSBC, Mexico

GRANTS AND HONORS

- 2024 Named Top Columnist by The European Business Review, -

INTELLECTUAL CONTRIBUTIONS

Peer-reviewed Articles

- ARREOLA, F. (2025). Shell Energy and Chemicals Park Rotterdam: The Energy Transition at the Pernis Refinery. Forthcoming *Journal of International Business Education*.
- UNRUH, G.C., CARTON, G. and ARREOLA, F. (2025). The Genesis of Blue Ocean Strategy. Forthcoming *International Journal of Teaching and Case Studies*.
- ARREOLA, F. (2025). The dangers of being overconfident: evidence from cross-cultural negotiation. Forthcoming *Question(s) de Management*.
- ARREOLA, F., BACOUÉL-JENTJENS, S. and UNRUH, G.C. (2025). Angel City Football Club A Revolution On and Off the Field, when professional sports clubs generate social impact. Forthcoming *CASE Journal*.
- BACOUÉL-JENTJENS, S. and ARREOLA, F. (2025). Accidental entrepreneurship: Uncovering the value of Van Gogh's last painting inspiration. *Journal of International Business Education*, 20.
- UNRUH, G.C. and ARREOLA, F. (2024). PIXZA – Sustaining Social Commitments During a Global Pandemic. *Journal of International Business Education*, 19, pp. 307-316.
- ARREOLA, F., REDIEN COLLOT, R. and GUERMONPREZ, D. (2024). Strategic shift post-ownership transfer: The SME and startup perspectives. *Recherche et Cas en Sciences de Gestion*, 25 Diriger et convaincre(1), pp. 11-25.
- ARREOLA, F., REDIEN COLLOT, R. and GUERMONPREZ, D. (2024). Strategy building in sme business transfers: It's All About Finding a Lemonway! *Recherche et Cas en Sciences de Gestion*, 25 Diriger et convaincre(1), pp. 53-65.
- PLATANIA, F., ARREOLA, F., TOSCANO HERNANDEZ, C. and UNRUH, G.C. (2024). Systemic Entrepreneurship in the Digital Era: Tesla's Vision and Social Transformation. *Journal of Engineering and Technology Management*, 74, pp. 101844.
- PLATANIA, F., HERNANDEZ, C.T. and ARREOLA, F. (2022). Social media communication during natural disasters and the impact on the agricultural market. *Technological Forecasting and Social Change*, 179, pp. 121594.
- LEVY, A. and ARREOLA, F. (2021). La modificación de la comunicación profesional debido al uso de metáforas profanas y espirituales en un contexto de teletrabajo. *Recherches en Sciences de Gestion - Management Sciences - Ciencias de Gestión*, 147(6), pp. 31-58.
- ARREOLA, F., FAVRE-BONTÉ, V. and TRAN, S. (2021). The Corporate Accelerator: A New Kind of Strategic Factor Market to Access Strategic Resources. *M@n@gement*, 24(3), pp. 56-71.

TRAN, K.H. and ARREOLA, F. (2019). Soutien des incubateurs à l'innovation sociale sur les territoires : le cas d'I-Engage. *Entreprendre & Innover*, 2(41), pp. 9-31.

PASSANT, A.J.G. and ARREOLA, F. (2019). Depuis quand apprend-on l'entrepreneuriat ? Une étude de cas historique dédiée à l'ESCP. *Entreprendre & Innover*, 42-43(3-4), pp. 146-158.

ARREOLA, F. and BANDEIRA-DE-MELLO, R. (2018). The Differential Effects of Minority State Ownership Types on the Internationalization of Emerging Market Multinationals from Democratic States. *Management International Review*, 58(5), pp. 845-869.

ARREOLA, F. and TRAN, K.H. (2018). Les bénéfices d'un week-end de cohésion pour les porteurs de projet d'un incubateur. *Entreprendre & Innover*, 3(38), pp. 52-63.

ARREOLA, F., SOPARNOT, R. and BOREL, P. (2017). L'utilité de la recherche en gestion pour les managers: Une étude empirique de la pertinence. *Revue Française de Gestion*, 43(267), pp. 117-132.

ARREOLA, F., DÀVILA, A., FELIO, C. and OTTMANN, J.Y. (2017). Are "auto-entrepreneurs" entrepreneurs or not, and Why should we care? *Entreprendre & Innover*, 3(34), pp. 57-68.

ARREOLA, F., BAZUCHI, K., ZACHARIAS, S., BROERING, L. and BANDEIRA DE MELLO, R. (2013). The role of home country political resources in the internationalization of developing country multinationals: Evidence from Brazil. *Brazilian Administrative Review*, pp. 415-438.

Editorially-Reviewed Articles

ARREOLA, F. (2025). L'IA dans le monde du travail : entre sabotage, intégration et quête de durabilité. Regards croisés : « L'IA est-elle l'avenir du management ? Les transformations induites par l'IA peuvent-elles être considérées comme durables ? Quelles clés pour réussir le changement durable ? ». *Question(s) de Management*, 56(4), pp. Le changement et l'IA.

ARREOLA, F. (2024). Vous n'êtes pas le propriétaire de votre marque employeur. Regards croisés : « La marque employeur est-elle une notion pertinente aujourd'hui ? ». *Question(s) de Management*, La marque employeur en question(s), 51(4).

ARREOLA, F. (2024). Je t'en supplie, s'il te plaît, ne me quitte pas. Regards croisés : « Quelle organisation demain pour fidéliser les collaborateurs ? ». *Question(s) de Management*, L'organisation de demain en question(s), 48(1).

ARREOLA, F. (2023). Lutter contre la fragilité en ayant au-delà de ses limites : trois conseils pour les entreprises. Regards croisés : « Comment l'entreprise peut-elle développer son antifragilité face aux crises dans un contexte d'incertitude, de volatilité et de complexité croissante ? ». *Question(s) de Management*, Question(s) de fragilité, 43(2).

ARREOLA, F. (2023). Il est temps de repenser Mintzberg. Regards croisés : « De nouvelles relations au travail : expression de pratiques durables et/ou énième mode ? ». *Question(s) de Management*, Les nouvelles relations managériales en question, 42(1).

Chapters in book

SLIM, A., ARREOLA, F. and MAGNIN, (2021). Blockchain Technology: Beyond Cryptocurrencies. In: Zied Ftiti, Hachmi Ben Ameer, Waël Louhichi eds. *Financial and Economic Systems*. 1 ed. World Scientific Publishing Co Pte Ltd, pp. 427-449.

ARREOLA, F. (2021). Postface. Il faut être audacieux. Histoires et Territoires d'Entrepreneurs en Situation d'Handicap. In: J. Billion, C. Doussard eds. *Il faut être audacieux : Histoires et territoires d'entrepreneurs en situation de handicap*. 1st ed. Caen: Editions Management & Société, pp. 208.

ARREOLA, F. (2017). Stratégie digitale des acteurs du sport automobiles, le cas de la formule 1. In: Prieto Marc (ed.). *Livre Blanc 'Véhicules connectés à l'ère du numérique : regards croisés sur*

ARREOLA, F., BANDEIRA DE MELLO, R. and MARCON, R. (2012). The importance of nurturing political connections for emerging multinationals: Evidence from Brazil. In: Hadjikhani, A., Elg, U. and Ghauri, P. eds. *Business, Society and Politics (International Business and Management)*. 1st ed. Emerald Publishing , pp. 155-171.

Conference proceedings

PRIETO, M., ARREOLA, F. and SLIM, A. (2018). Social Norms and governance in the platform economy. In: *Academy of Management Global Proceedings*. Surrey: Proceedings - Academy of Management (AOM).

ARREOLA, F., BANDEIRA DE MELLO, R. and MARCON, R. (2012). The Political Driver of Emerging Multinationals: Evidence from Brazil. In: *Academy of Management Annual Meeting*. Boston: Proceedings - Academy of Management (AOM).

Conference paper (with selection committee)

LESAGE, X. and ARREOLA, F. (2025). Faire d'un écosystème d'affaires traditionnel un nouvel écosystème entrepreneurial : le rôle d'un entrepreneur institutionnel dans l'accompagnement public vers la transition. In: 14e Congrès de l'Académie de l'Entrepreneuriat et l'Innovation 2025 « L'entrepreneuriat face aux transitions technologiques, économiques, écologiques, sociétales ». Aix-Marseille Université, Aix-en-Provence.

ARREOLA, F. and LESAGE, X. (2025). A touch of youth, a business ecosystem makeover. In: 1st International Conference on Entrepreneurship, Family Business & Sustainable Innovation. KAEK, Jeddah.

ARREOLA, F., CARTAU, P. and PLATANIA, F. (2022). Quantum startup: an analogy for understanding the world of innovation. In: PDW Organizational Behavior Chapter of the Academy of Management. Buenos Aires.

LEVY, A. and ARREOLA, F. (2022). Métaphores d'hier et aujourd'hui. In: Colloque international en partenariat avec l'Academy of Management Division "Management Consulting". Lyon.

ARREOLA, F. (2021). Digital International Entrepreneurship: the social media entrepreneur. In: 28th IPDMC: Innovation and Product Development Management Conference. Milan.

ARREOLA, F. (2021). The role of an entrepreneur in the regeneration of a Business Ecosystem. In: 28th IPDMC: Innovation and Product Development Management Conference. Milan.

ARREOLA, F., FIORE, V., SCUOTTO, V. and MESSENI, A. (2019). Open Innovation in the Facilities Management Sector. In: SMLA 2019 (Strategic Management in Latin America). São Paulo.

ARREOLA, F., FIORE, V., SCUOTTO, V. and MESSENI, A. (2019). Open Innovation in the Facilities Management Sector. In: Open Innovation in the Facilities Management Sector, SMLA. São Paulo.

ARREOLA, F., OTTMANN, J.Y. and FELIO, C. (2017). Are All Self-employed, Entrepreneurs? In: Strategic Management Society Special Conference. São Paulo.

LESAGE, X. and ARREOLA, M.F. (2016). Internationalization through innovation: Fueling Internationalization through an intertwined relationship. The Case of traditional long-established SMES in Japan. In: RENT (Research in Entrepreneurship and Small Business) Conference. Antwerp.

LESAGE, X. and ARREOLA, M.F. (2016). Internationalization through Innovation: Fueling Internationalization through an Intertwined Relationship. In: Annual Meeting of the Academy of

ARREOLA, F., BANDEIRA DE MELLO, R. and MARCON, R. (2013). The ownership structure of Emerging Multinationals: Effects of Government Participation. In: Academy of Management Annual Meeting. Orlando.

ARREOLA, F., BANDEIRA DE MELLO, R. and MARCON, R. (2012). The importance of nurturing political connections for emerging multinationals: Evidence from Brazil. In: Academy of Management Annual Meeting. Boston,

ARREOLA, F. (2012). The case of Mexican Culinary Art in France. In: Annual Meeting of the Federation of Business Disciplines. New Orleans.

ARREOLA, F., BAZUCHI, K., ZACHARIAS, S., BROERING, L. and BANDEIRA DE MELLO, R. (2012). The role of home country political resources in the internationalization of developing country multinationals: Evidence from Brazil. In: Conférence de l'AIMS. Lille.

BAZUCHI, K., ZACHARIAS, S., BANDEIRA DE MELLO, R., BROERING, L. and ARREOLA, F. (2012). The role of home country political resources in the internationalization of developing country multinationals: Evidence from Brazil. In: Annual Meeting of the Academy of International Business (AIB). Washington DC.

Research / consulting reports

MOURICOU, P., ARREOLA, F., MAUCUER, R., RENAUD, A. and SOPARNOT, R. (2016). E-commerce, internationalisation et e-internationalisation des PME, dans « Croissance connectée, les PME contre-attaquent », Rapport du CNNum au Ministère de l'économie, de l'industrie et du numérique, p.62-83. Paris: France.

Presentation in a research seminar

ARREOLA, F. and TRAN, S. (2018). Quelle est la contribution de la gouvernance dans la structuration des modèles des incubateurs? Le cas de l'incubateur I-engage. In: 4 e Rencontre entre acteurs des réseaux d'accompagnement et chercheurs. Institut Montpellier Management.

ARREOLA, F. (2017). The contingent value of political ties in the internationalization of emerging multinationals from democratic states. In: Séminaire Axe Management International. Lyon.

ARREOLA, F., FELIO, C. and OTTMANN, J. (2017). Are all self-employed, entrepreneurs? A critical review and research agenda. In: Entrepreneurship Research, past, present and future. PSB Paris School of Business.

ARREOLA, F. (2016). The emergence of the Social Media Entrepreneur. In: Workshop "Internet, Politics, Policy". Oxford University.

ARREOLA, F., BANDEIRA DE MELLO, R. and MARCON, R. (2011). The importance of nurturing political connections for emerging multinationals: Evidence from Brazil. In: Rencontres de l'ANPAD. Rio de Janeiro.

Practice-oriented contributions

ARREOLA, F. and UNRUH, G.C. (2025). Las nuevas fronteras de la sostenibilidad empresarial. Harvard Deusto Business Review, Spain.

ARREOLA, F. (2025). Qu'est-ce qui rend différents les entrepreneurs systémiques – ceux qui semblent changer le monde ? Forbes.

ARREOLA, F. and BACOUUEL-JENTJENS, S. (2025). Accidental Entrepreneurship: When Van Gogh Shows up in your Backyard. The European Business Review.

ARREOLA, F. and UNRUH, G.C. (2025). When Difficult Leaders Change the World: Making Neurodivergent Leadership Sustainable. The European Business Review.

ARREOLA, F. (2025). You Must Innovate Your Governance too! The Risk for Startups and SMEs. The European Business Review.

ARREOLA, F. and HIDALGO, A. (2025). ¿Es solo una aspiradora? Las profundidades ocultas de la recogida de datos? Madrid: Marketing News, Spain.

ARREOLA, F., REDIEN COLLOT, R. and GUERMONPREZ, D. (2025). Vision stratégique : reprendre une start-up vs une PME ? Forbes.

ARREOLA, F. (2025). Opinion : Innovación sigilosa: el arte de crear en secreto para sorprender al mercado. tai price book, Spain.

ARREOLA, F. and JAIDEN, D. (2025). Intuition or Data? Are You Ready to Let Artificial Intelligence Choose Your New House or Business? The European Business Review.

ARREOLA, F. (2024). Qu'est-ce que le commerce équitable ? Paris: FNEGE Medias, France.

ARREOLA, F. (2024). Qu'est-ce que la valeur ? Paris: FNEGE Medias, France.

ARREOLA, F. and UNRUH, G.C. (2024). Entrepreneurs, faites attention à ces « sept péchés » pour bâtir une entreprise durable. The Conversation, France.

UNRUH, G.C. and ARREOLA, F. (2024). Cómo convertir la sostenibilidad en una realidad palpable: de la teoría a la acción. El Mundo Financiero.

ARREOLA, F. (2024). Es demasiado tarde para liderar en tecnología, aprovecha vendiendo las herramientas del futuro. El Mundo Financiero.

ARREOLA, F. and HIDALGO, A. (2024). ¿Qué precio tienen los datos? Madrid: Marketing News, Spain.

ARREOLA, F. and HIDALGO, A. (2024). Avez-vous déjà réfléchi à la valeur de vos données ? On vous guette.... Alternatives économiques, France.

ARREOLA, F. and PICKERING, R. (2024). Es demasiado tarde para convertirse en líder tecnológico. ¡Convértete en un vendedor de palas! tai price book, Spain.

ARREOLA, F. and PEZZIARDI, P. (2024). Let's Rock and Roll: How to Innovate Sustainably in Bureaucratic Organizations? The European Business Review.

ARREOLA, F. and DAEMS, P. (2024). ¿Como cambiar el mundo con la innovacion Low-Tech? Madrid: Marketing News, Spain.

ARREOLA, F. and PICKERING, R. (2024). It's Too Late to Become a Technological Leader. Just Become a Shoveller! The European Business Review.

GOUDARD, B. and ARREOLA, F. (2024). What if We Told you that Women in Sports have Broken the Glass Ceiling? The European Business Review.

ARREOLA, F. and MODORCEA, O. (2024). El fracaso en las empresas: ¡No has fracasado! Sólo te estás recuperando. El Mundo Financiero.

ARREOLA, F. and VITREY-TARDIF, J. (2024). El Mundo de Perfume: Huele a pachuli. El Mundo Financiero.

ARREOLA, F. and PHILIPPART, M. (2024). Unsexy? Think About it Again! Delivering on Startup Potential Through Operations. The European Business Review.

ARREOLA, F. and DAEMS, P. (2024). How to Change the World with Low-Tech Innovation? The European Business Review.

ARREOLA, F. (2024). Burnout: ¿una enfermedad de millenials? El Mundo Financiero, Spain.

ARREOLA, F. and MODORCEA, O. (2024). You Did Not Fail! You Are Just Rebounding! The European Business Review.

ARREOLA, F. (2024). Smells Like Patchouli! The European Business Review.

ARREOLA, F. (2024). Qu'est-ce que le Capital social ? Paris: FNEGE Medias, France.

ARREOLA, F. and WAGENER, A. (2024). Burnout : une maladie de millenials ? The Conversation, France.

ARREOLA, F. (2024). David contra Goliath... o una historia de cómo las 'startups' pueden elegir una estrategia ganadora. Madrid: Marketing News, Spain.

ARREOLA, F. (2024). Crear lugares de trabajo innovadores e integradores: Ideas desde el área de recreo. El Mundo Financiero.

ARREOLA, F. (2023). Creating Inclusive Innovation Workplaces: Insights from the Playground. The European Business Review.

ARREOLA, F. and UNRUH, G.C. (2023). Êtes-vous encore dévoué à votre patron ? Harvard Business Review France.

ARREOLA, F. (2023). Inteligencia Artificial: en lugar de ser un saboteador, ¡conviértete en un impresionista! El Mundo Financiero.

OTTMANN, J.Y., DÀVILA, A., FELIO, C. and ARREOLA, F. (2023). Entrepreneurs et autoentrepreneurs, la grande confusion. The Conversation, France.

ARREOLA, F. and UNRUH, G.C. (2023). “Pourquoi travailler dur pour mon patron ?” : quand les salariés remettent en cause leurs conditions de travail. Harvard Business Review France.

ARREOLA, F., MAUCUER, R. and TERLIER, A. (2022). What if Your Business Model Was to Blame for Your Lack of Innovativeness! The European Business Review.

UNRUH, G.C. and ARREOLA, F. (2022). Preserving Social Purpose Amid a Global Pandemic. Palo Alto: Stanford Social Innovation Review, United States of America.

ARREOLA, F. and DAEMS, P. (2021). Quatre stratégies d'organisation dans un monde du travail hybride. Harvard Business Review France.

TRAN, S., ARREOLA, F. and FAVRE-BONTÉ, V. (2021). Les accélérateurs d'entreprises, un levier pour capter des ressources stratégiques. The Conversation, France.

ARREOLA, F. and DAEMS, P. (2020). Advantages, Limits And Strategies For Online And Offline Collaboration. The European Business Review.

ARREOLA, F. (2020). Repas gratuits, cours de sport, crèches... Tout ce que les salariés ont à perdre avec le télétravail. The Conversation, France.

ARREOLA, F. and UNRUH, G.C. (2020). Transformer la réalité à la manière des leaders de légende. Harvard Business Review France.

ARREOLA, F. and CASTAÑEDA, A. (2020). Services have become invisible to customers in B2B and B2C. The European Business Review.

ARREOLA, F. and TRASLOSHEROS, G. (2020). Au Mexique, la pandémie frappe un pays déjà fragilisé par la précarité et sa dépendance économique. The Conversation, France.

TRAN, S. and ARREOLA, F. (2020). L'entrepreneuriat social : un pari risqué pour votre start-up ? The Conversation, France.

ARREOLA, F. and COMPAIN-TISSIER, S. (2020). Quand l'invisibilité menace l'économie des services. Harvard Business Review France.

ARREOLA, F. and UNRUH, G.C. (2020). The Rise of the Hospitality Manager. The European Business Review.

ARREOLA, F. (2019). Léonard de Vinci, ou l'histoire d'un autodidacte de génie. The Conversation, France.

UNRUH, G.C. and ARREOLA, F. (2019). Le paradoxe du "je sais tout". Harvard Business Review France.

ARREOLA, F. and UNRUH, G.C. (2019). Les « introvateurs sociaux », une nouvelle catégorie de leaders au service du développement durable. Harvard Business Review France.

ARREOLA, F. and OTTMANN, J.Y. (2019). Pourquoi nous détestons notre travail (ou pas). The Conversation, France.

ARREOLA, F. and WAGENER, A. (2019). Mèmes et GIFS, moins futiles qu'on ne le pense. The Conversation, France.

SOPARNOT, R., ARREOLA, F. and BOREL, P. (2018). Comment rendre la recherche en gestion utile aux managers ? The Conversation, France.

RESEARCH ACTIVITIES

Editorial activities

Editorial board of scientific journals

Since 2024 Scientific and evaluation committee, Question(s) de Management

Reviewer for an academic or professional publication

Since 2024 Ad-hoc reviewer, Journal of International Business Education

Service to the academic discipline

Organisation/facilitation of webinars, seminars, roundtables

2017 - 2017 EIASM / FNEGE Workshop on research outreach and 2020 Challenge, France

Service to professional community

Participation in professional events, roundtables

2024 - 2024 Rountable 2 : Women entrepreneurship, Women Conference, Global FIVE Network, France