

Xiaomei HE

Date of Birth: October 27, 1997 • xiaomeihe@unistra.fr

61 avenue de la Forêt Noire, 67000, Strasbourg, France

Nationality: Chinese

Research Interests

Innovation management, Business model innovation, Digital technologies and innovation, Artificial intelligence for innovation, Knowledge management

Education

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| 2023.9 – Present | University of Strasbourg (Unistra) – Strasbourg, France
PhD candidate in Artificial Intelligence for Innovation Processes and Practices |
| 2021.9 – 2023.7 | University of Strasbourg (Unistra) – Strasbourg, France
MSc in Economics and Management of Innovation |
| 2021.9 – 2022.9 | Karlsruhe Institute of Technology (KIT) – Karlsruhe, Germany
MSc in Industrial Engineering and Management • <i>Erasmus mobility</i> |
| 2020.9 – 2021.7 | University of Strasbourg (Unistra) – Strasbourg, France
BSc in International Economics and Management |
| 2016.9 – 2020.7 | Sichuan International Studies University (SISU) – Chongqing, China
BA in Spanish Language and Literature |

Research Experience

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| 2023.9 – Present | <i>PhD research topic:</i>
Artificial Intelligence for Innovation Processes and Practices
Supervisor: Professor BURGER-HELMCHEN Thierry (Unistra) |
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This paper-based thesis examines how artificial intelligence reshapes innovation processes and the knowledge practices that underpin them. A first stream revisits knowledge management theory in light of AI. One paper analyzes how AI transforms the social interactions at the heart of knowledge management, and another revisits Nonaka's concept of *Ba* to theorize how generative AI transforms knowledge creation. A second stream investigates AI within the innovation process itself, examining its role at the fuzzy front end in shaping business cases and product portfolio decisions. Ongoing work studies how organizations sustain their commitment to AI in the innovation process when its specific contribution to outcomes cannot be clearly attributed.

2023.2 – 2023.5

Master's thesis title:

Industry 4.0/5.0 and Business Model Innovation: Evolution or Revolution?

Supervisor: Professor BURGER-HELMCHEN Thierry (Unistra)

A comprehensive literature review was conducted to establish a solid foundation of the fundamental concepts of Industry 4.0, Industry 5.0, and business model innovation (BMI). Later on, a new framework was developed to depict the relationship between the stages of Industry 4.0/5.0 implementation and the level of BM innovativeness. Subsequently, a longitudinal case study on the incumbent manufacturer Henkel was performed.

Publications

He, X., Burger-Helmchen, T., 2026. "Industry 4.0/5.0 Evolution: When Implementation Goes Hand in Hand with BMI". Accepted by *Strategic Business Research*

He, X., Antonczak, L. and Burger-Helmchen, T., 2026. "Revisiting ba: How Generative AI Transforms Knowledge Creation". *Journal of Knowledge Management*, 30(2), pp.846-869.

He, X., Neukam, M., and Burger-Helmchen, T., 2026. "Innovation Management at the Fuzzy Front End: AI, Business Cases, and Product Portfolios". *Innovation Management for Disruptive Maturity in Competitive Scenarios*. IGI Global Scientific Publishing, 191-224.

He, X., and Burger-Helmchen, T., 2024. "Evolving Knowledge Management: Artificial Intelligence and the Dynamics of Social Interactions". *IEEE Engineering Management Review*, pp. 1-30.

Work in progress

He, X., Burger-Helmchen, T., Tang, M. "The Unevidenced-Commitment Loop: How Organizations Sustain AI in the Innovation Process When Its Contribution Cannot Be Attributed"

Conference & Summer School

- 2026.7 **International Schumpeter Society (ISS) Conference 2026** – University of Strasbourg, Strasbourg, France
 - 2025.9 **EAEPE Annual Conference 2025** – National Center for Scientific Research Demokritos (NCSR), Athens, Greece
 - 2025.9 **Continuous Innovation Network (CINet) Conference** – Lucerne University of Applied Science and Arts, Lucerne, Switzerland
 - 2024.8 **21st Open & User Innovation Conference** – Harvard Business School, Boston, USA
 - 2024.7 **KID2024 Summer School: knowledge dynamics, industry evolution, and economic development** – Université Cote d’Azur, Nice, France
 - 2024.1 **DRUID Academy 2024: innovation, dynamics, and change processes in technologies, firms, industries, and ecosystems** – University of Southern Denmark, Odense, Denmark
- *Junior discussant*

Workshop

- 2026.6 **Augustin Cournot doctoral workshop** – University of Strasbourg, Strasbourg, France
- 2025.9 **CINet PhD Workshop** – Lucerne University of Applied Science and Arts, Lucerne, Switzerland
- 2025.9 **BETA-CSI Seminar** – University of Strasbourg, Strasbourg, France
- 2024.12 **Atelier Hors les Murs** – University of Strasbourg, Strasbourg, France
- 2024.03 **Journées du BETA** – Université de Lorraine, Nancy, France
- 2023.10 **BETA-Fraunhofer ISI: What’s up in innovation research?** – Fraunhofer ISI, Karlsruhe, Germany

Teaching Experience

- 2024.2 – Present **Teaching assistant, DS2E M1, Innovation Management (Unistra)**
- Developed the course curriculum, including lectures, readings, assignments, and case studies.
 - Facilitated engaging discussions on the implications of AI for future business landscapes.
 - Guided students through the process of analyzing and devising AI-driven business strategies.
 - Assessed student progress through projects and presentations.
- 2018.9 – 2019.1 **Teaching assistant, Elementary Spanish (SISU)**
- Provided tutoring sessions to Freshmen students who require additional help in small groups.
 - Offered support in areas such as pronunciation, grammar, vocabulary building, and conversation practice.
 - Maintained open communication with Freshmen students to enhance their language learning experience.

Reviewing Activities

AI & Society

Journal of Strategy and Management

Administrative Activities

Member of the organising committee of the Augustin Cournot Doctoral Days (ACDD 2025) 25th edition

Industry & Volunteer Experience

- 2021.1 & 2025.8 **Hostel Dalmatia (Volunteer) – Omis, Croatia**
- Collaborated with other volunteers to handle guest needs from check-in to check-out.
 - Organized group activities (e.g., Fishermen Night) to make sure the guests felt welcomed.
 - Created content of recent activities at the hostel on Facebook.
 - Trained new volunteers.
- 2020.3 – 2020.7 **Flamesun Brand Strategy Design Co. Ltd. (Administrative intern) – Shanghai, P.R.C.**
- Assisted in consolidating client and factory relationships by reviewing and updating customer orders.
 - Helped confirm customer orders and increased profit for the company by around 10 percent.
 - Conducted research on potential clients or industries for which the company provides services.

2019.9 – 2020.1

Bershka (Sales intern) – Chongqing, P.R.C.

- Worked closely with sales representatives and assisted in any duties assigned by managers.
- Resolved any customer complaints and provided all-time great customer service.
- Assisted in inventory management and proactively participated in weekly meetings with managers.

Technical Skills

Software and Microsoft Office

Proficiency in $\LaTeX$, Word, Excel, PowerPoint, etc.

Languages

Chinese (native), English (proficient), Spanish (proficient), French (intermediate), German (elementary)

Soft Skills

Communication, creativity, empathy, innovation, teamwork, decision making, etc.