Xiaomei HE

PhD Candidate in Management, University of Strasbourg (BETA)
PhD expected December 2026 (defense scheduled on 10 December 2026)
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Google Scholar • LinkedIn
Date of Birth: October 27, 1997 • Nationality: Chinese

Research Interests

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

Education

2023.9 – 2026.12 **University of Strasbourg (Unistra)** – Strasbourg, France
PhD candidate in Artificial Intelligence for Innovation Processes and Practices
Bureau d'Économie Théorique et Appliquée (BETA, UMR 7522)

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 • *Erasmus mobility*

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

2023.9 – 2026.12 ***PhD research topic:***
Artificial Intelligence in Innovation Processes and Practices: From Technological Transformation to Organizational Commitment
Supervisor: Professor BURGER-HELMCHEN Thierry (Unistra)

This thesis examines how artificial intelligence reshapes the innovation process and under what conditions its use generates durable organizational value.

Combining a longitudinal case study of Henkel (2013–2023), two conceptual studies, an integrative review, and interviews in firms across Europe and Asia, it shows that business model transformation depends on integrating and routinizing new technology-related practices; that AI creates value at the front end of innovation only when investment decisions connect with the firm's portfolio of business models; and that AI accelerates explicit knowledge conversion but cannot replace human actors where tacit knowledge is central.

Data and methods: 30+ semi-structured interviews with executives and innovation managers in 17 firms; longitudinal and multiple case study designs; Gioia methodology; cross-case analysis (NVivo, MAXQDA).

It introduces *Reflective ba*, an AI-mediated space in which individuals develop and stabilize ideas before exposing them to others' judgment, and identifies a "pre-evidence commitment loop" through which decision authority, governance, mandates, and organizational narratives reinforce firms' commitment to AI.

Its central contribution is to show that AI transforms innovation only when its uses become embedded in routines, decision processes, knowledge creation mechanisms, and business models, moving from a task-level tool to an organizational capability.

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

Citation counts from Google Scholar, as of October 2026.

Journal articles

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. [Cited by 36]

He, X., and Burger-Helmchen, T., 2026. "Industry 4.0/5.0 Evolution: When Operational Implementation Goes Hand in Hand with Business Model Innovation". *Strategic Business Research*, 2, 100239. [Cited by 50]

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. [Cited by 2]

Book chapters

He, X., Neukam, M., and Burger-Helmchen, T., 2026. "Innovation Management at the Fuzzy Front End: AI, Business Cases, and Product Portfolios". In *Innovation Management for Disruptive Maturity in Competitive Scenarios*. IGI Global Scientific Publishing, pp. 191–224. [Cited by 2]

Work in progress

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

Conference & Summer School

2026.9 **Continuous Innovation Network (CINet) Conference** – University of Genova, Genova, Italy

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 **Lecturer, Innovation Management (Unistra)**

Artificial Intelligence in Innovation Management: module designed and taught independently.

Level: Bachelor/Master, e.g. L3, M1 and M2 • Language: English • 200+ students in total

• Designed the curriculum: lectures, readings, case studies, assignments and assessment.

• Supervised student teams on innovation business-case projects, from problem definition and industry analysis to solution design and final presentation.

Courses I can teach: Innovation Management; Management of AI and Digital Transformation; Business Model Innovation; Knowledge Management; Technology Management; Qualitative Research Methods (Master/PhD)

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

2026.10 Participant, *Journal of Product Innovation Management* (JPIM) Reviewer Development Program

Ad hoc reviewer: *AI & Society*; *Journal of Strategy and Management*

Administrative Activities

2025.4 Member of the organising committee of the Augustin Cournot Doctoral Days (ACDD 2025) 25th edition

Industry Experience

2020.3 – 2020.7 Assistant to the General Manager, Flamesun Brand Strategy Design Co. Ltd., Shanghai, China (client relations and market research)

Technical Skills

Software and Microsoft Office

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

Languages

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