Marcos LIMA

Professor

Academy: Transformation

Research center: Knowledge, Technology and Organization

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Research interests

Marketing and Innovation

Education

2021	HDR en Sciences de Gestion, Université du Littoral Côte d'Opale, France
2003	Ph.D. in Communication Technologies, Universidade Federal da Bahia, Brazil
1999	MSc in Innovation Management, Universidade Federal da Bahia, Brazil
1994	BA in Business Administration, Universidade Federal da Bahia, Brazil

Experience

Full-time academic positions

Since 2022	Professor, SKEMA Business School, France
2018 - 2022	Associate Professor, SKEMA Business School, France
2009 - 2018	Associate Professor, École de Management Léonard de Vinci, France

Other academic affiliations and appointments

Since 2022	Associate Dean of Academy, SKEMA Business School, France
2018 - 2022	Director of the International Marketing & Business Development MSc Programme, SKEMA Business School, France
2009 - 2018	Lecturer, SKEMA Business School, France
1999 - 2003	Marketing Department Coordinator, FTE, Brazil

Other professional experiences

2011 - 2018	Consultant, AKTEOS, France
2008 - 2009	Knowledge Management Consultant, Amadeus, France
2004 - 2007	Director, Bahia Technology Park Project, Brazil
1999 - 2004	Creation, Clicom Consulting Company, Brazil
1997 - 1999	Project Coordinator, Federation of Industries, Brazil
1995 - 1997	Manager, ISC Health Research Center, Brazil

Publications

Peer-reviewed journal articles

LIMA, M. and APPIO, F. (2025). An Action-Research Framework for Investigating Design Thinking Innovation Case Studies: Underlying Reasoning Logics and Approaches for a Triple-Stage Methodology. *Innovations - Revue d'Economie et de Management de l'Innovation / Journal of Innovation Economics and Management*, 46(1), pp. 195-230.

LIMA, M., BAUDIER, P., HAIKEL-ELSABEH, M. and DALMAS, M. (2024). Agility and Resilience of the French "Industrie du Futur" During the Covid-19 Pandemic: Insights from a Multi-dimensional Framework. *Technologie et Innovation*, 9(4).

LIMA, M., ABRAMOVITCH, R. and DALMAS, M. (2021). Perceptions of Telediagnoses Technology in Brazil: A Case of Active Innovation Resistance? *Innovations - Revue d'Economie et de Management de l'Innovation / Journal of Innovation Economics and Management*, 35(2), pp. 81-103.

LIMA, M. (2020). Smarter Organizations - Insights from a Smart City Hybrid Framework. *International Entrepreneurship and Management Journal*, 16, pp. 1281–1300.

APPIO, F., LIMA, M. and PAROUTIS, S. (2019). Understanding Smart Cities: Innovation Ecosystems, Technological Advancements and Societal Challenges. *Technological Forecasting and Social Change*, 142(May), pp. 1-14.

DALMAS, M. and LIMA, M. (2019). How Generation Z perceives work. *Revue Internationale de Psychosociologie et de Gestion des Comportements Organisationnels (RIPCO)*, XXV(60), pp. 97-116.

LIMA, M., BAUDIER, P. and BOUFADEN, N. (2018). Perception de l'usabilité des outils d'innovation : le biais du genre dans l'utilisation du Business Model Canvas. *Innovations - Revue d'Economie et de Management de l'Innovation / Journal of Innovation Economics and Management*, 57(3), pp. 59-84.

LIMA, M. and BAUDIER, P. (2017). Business Model Canvas Acceptance among French Entrepreneurship Students: Principles for Enhancing Innovation Artefacts in Business Education. *Innovations - Revue d'Economie et de Management de l'Innovation / Journal of Innovation Economics and Management*, 23(2), pp. 159-183.

LIMA, M. and DALMAS, M. (2017). Entreprise libérée et organisation agile. Deux approches complémentaires de la compétitivité organisationnelle. *Recherche et Cas en Sciences de Gestion*, 17(1), pp. 9-24.

LIMA, M. and DALMAS, M. (2017). Inov'On ou les dilemmes d'une entreprise libérée. *Recherche et Cas en Sciences de Gestion*, (17), pp. 63-78.

DALMAS, M. and LIMA, M. (2016). Génération Y, Génération postmoderne? Les enjeux pour la GRH. *Management & Avenir*, 90(8), pp. 151-174.

MATELLY, S. and LIMA, M. (2016). The influence of the state on the strategic choices of defence companies: the cases of Germany, France and the UK after the Cold War. *Innovations - Revue d'Economie et de Management de l'Innovation / Journal of Innovation Economics and Management*, 20(2), pp. 61-88.

AMARAL, M.G., MAGACHO, L.A.M., LIMA, M. and ANDRADE LEITE, P. (2010). Uma proposta de avaliação de maturidade em parques científicos, tecnológicos e de inovação. *Revista Locus Cientifico - Anprotec*, 3(4), pp. 115-122.

MOTTA, G. and LIMA, M. (2007). Indicações para a gestão da qualidade em serviços turísticos para consumidores da terceira idade: uma análise qualitativa com a interface Panteon. *Caderno Virtual de Turismo*, 7, pp. 52-62.

DA SILVA MOTTA, G., LIMA, M. and BASTOS WANDERLEY, Y. (2007). O uso do Sistema Panteon para a pesquisa qualitativa em analise organizacional. *Diálogos Possíveis*, 2, pp. 25-38.

Books and book editor

LIMA, M. (2021). *Entrepreneurship and innovation Education: Frameworks and Tools*. John Wiley & Sons, 224 pages.

LIMA, M. and FABIANI, T. (2016). *Réussir mes études des cas: outils et mises en situation, modèles analytiques, mini-cas d'entreprises*. Dunod, 224 pages.

LIMA, M. and FABIANI, T. (2014). *Teaching with cases : a framework-based approach*. Amazon Create Space, 244 pages.

LIMA, M. and NIVET, B. (2014). *L'entreprise et son environnement: entreprendre, apprendre, s'adapter*. Amazon Create Space, 216 pages.

LIMA, M. and TEIXEIRA, F. (2010). *Inserção de um agente indutor da relação universidade-empresa em sistema de inovação fragmentado*. Amazon Create Space, 212 pages.

Book chapters

LIMA, M., BAUDIER, P., HAIKELELSABEH, M. and DALMAS, M. (2026). A Framework for Understanding Multiple Dimensions of Agility and Resilience in Industry 5.0. In: Camille Aouinaït, Dimitri Uzunidis eds. *Testing Innovation Digital Modes and Models*. 1 ed. Wiley-ISTE, pp. 277-299.

LIMA, M. (2021). Knowledge Management in Innovative Organizations. In: Dimitri Uzunidis, Fedoua Kasmi, Laurent Adatto. eds. *Innovation Economics, Engineering and Management Handbook 1 (Main Themes)*. 1st ed. London: Wiley-ISTE, pp. 209-215.

LIMA, M. (2021). Business Models for Innovation Strategies. In: Dimitri Uzunidis, Fedoua Kasmi, Laurent Adatto eds. *Innovation Economics, Engineering and Management Handbook 1 (Main Themes)*. 1st ed. London: Wiley-ISTE, pp. 233-240.

LIMA, M. and SEULLIET, E. (2019). Evolution des écosystèmes d'innovation : des origines de la métaphore écologique Ã une nouvelle génération. In: Blandine Laperche, Marcos Lima, Eric Seulliet, Brigitte Trousse eds. *Les Ecosystèmes d'Innovation : Regards Croisés des Acteurs Clés*. 1st ed. Paris: L'Harmattan, pp. 35-47.

Guest editor of a journal special issue

LIMA, M. and FOREST, J. (2023). L'entrepreneuriat et l'innovation dans l'enseignement supérieur : défis et bonnes pratiques. *Marché et Organisations*, 46(1).

APPIO, F., PAROUTIS, S. and LIMA, M. (2019). Understanding Smart Cities: Innovation ecosystems, technological advancements, and societal challenges. *Technological Forecasting and Social Change*, 142, pp. 1-14.

Professional articles

KOMAROVA, A. and LIMA, M. (2020). Design thinking in international business: practices and tendencies of its implementation in Russian and French companies. *Russian Foreign Economic Journal*, pp. 19-32.

Non peer-reviewed journal articles

LIMA, M., BAUDIER, P., ALAWAMLEH, K. and SEGUIN, B. (2020). Motivations intrinsèques et extrinsèques des utilisateurs de systèmes de covoiturage. *Technologie et Innovation*.

ALBERTINI, T., FABIANI, T., LAMETA, N. and LIMA, M. (2019). A Framework for Evaluating the Effectiveness of Entrepreneurial Teaching in Higher Education. *Marché et Organisations*, 1(34), pp. 159-186.

MOTTA, G. and LIMA, M. (2018). Always On: tensions between the libertarian ideal and the surveillance and control potential in a hyperconnected society. *RASI - Revista de Administração, Sociedade e Inovação*, 4(1), pp. 5-15.

LIMA, M., NAMACI, L. and FABIANI, T. (2014). A Netnographic Study of Entrepreneurial Traits: Evaluating classic typologies using the crowdsourcing algorithm of an online community. Independent Journal of Management and Production. *Independent Journal of Management & Production*, 5(3), pp. 693-709.

Conference proceedings

HE, G., ZHANG, W., BELK, R. and LIMA, M. (2025). Status Hope: the conceptualisation of the status games. *Global Marketing Conference*, pp. 408.

LIMA, M., CABROL, C., MARCHANDE, N. and HASTENREITER, H. (2008). Defying Conventional Wisdom by Creating Technology Parks in Immature Systems of Innovation: The Case of Sophia Antipolis and Tecno Via.

LIMA, M. and HASTENREITER, H. (2008). Challenges and Opportunities in the Creation of a Sustainable Technology Park in an Immature Local System of Innovation: the case of TecnoVia, Brazil.

LIMA, M., ALMEIDA, E.C. and RAMACCIOTTI, R.L. (2006). Implantação do TecnoVia Parque Tecnológico: lições da experiência norte-americana.

Conference presentations

LIMA, M., FABIANI, T. and JOUINI, N. (2011). Using Social Media and Active Learning Principles To Empower Creative and Critical Thinking In Business Schools: The Case of Organixis. In: Brazilian Congress on Society, Business and Innovation. Volta Redonda.

ALBERTINI, T., FABIANI, T. and LIMA, M. (2011). Customer Language Proficiency: an empirical method for small businesses. In: Global Research Symposium on Entrepreneurship, Marketing and Entrepreneurship Education. Rio de Janeiro.

AMARAL, M.G., MAGACHO, L.A.M. and LIMA, M. (2010). Towards a Quantitative Model for Maturity Assessment in Technology Parks. In: Triple Helix VIII - International Conference on University-Industry-Government Linkages. Madrid.

AMARAL, M.G., MAGACHO, L.A.M. and LIMA, M. (2009). Uma proposta de avaliação de maturidade em parques cientificos,tecnologicos e de inovação - PCTIs. In: Seminario Nacional de Parques Tecnologicos e Incubadoras de Empresas. Florianopolis.

Published business cases

FABIANI, T. and LIMA, M. (2012). Subway France - cible et positionnement. CCMP.

FABIANI, T. and LIMA, M. (2010). Scaglia: Lancement d'une bière identitaire. CCMP.

LIMA, M. and FABIANI, T. (2010). Scaglia's Local Identity Beer. CCMP.

Other research activities

Reviewer for:

Innovations - Revue d'Economie et de Management de l'Innovation / Journal of Innovation Economics and Management

Affiliations

Since 2014 Research Network, Réseau de Recherche sur l'Innovation - RRI, France

Other academic activities

Since 2022 Member of Editorial Committee - Marché et Organisations, Réseau de Recherche sur l'Innovation - RRI, France