Doctoral Researcher Information

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Academic Affiliation

Research Laboratory	Research Laboratory in Management and Organization_LAREGO
School	National School of Commerce and Management of Marrakech_ ENCG
University	Cadi Ayyad University, Marrakech, Morocco
PhD Entry Year	2023-2024
Expected Completion Year	2026-2027
Area of Interest	Artrepreneurial Behavior and Entrepreneurship in Moroccan Cultural and Creative Industries

Thesis Supervisor

Name	Pr. EL MABROUKI Mohamed Nabil
Title	Professor in Management Sciences, ENCG
University	Cadi Ayyad University, Marrakech, Morocco
Additional Affiliation	Associate Researcher at Economia Research Center of HEM
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My Current and Future Research?

As cultural and creative industries (CCIs) play a significant role in the global economy, my research focuses on artistic entrepreneurship and its influence on business models in these industries. Unlike traditional entrepreneurial approaches, artrepreneur blends innovation and artistic expression to navigate structural and economic constraints. It is crucial to determine whether the artist adopts an existing business model or creates a new one that aligns with their vision, brand, and art.

I recently conducted a systematic literature review on the key factors influencing entrepreneurial behavior among artists, analyzing 306 articles, with 29 selected for in-depth analysis. This study identified the main determinants of artistic entrepreneurship: skills and knowledge, personality traits, cultural and contextual factors, as well as elements related to networks and sector structuring. The findings reveal a hybrid dynamic where artistic creation and entrepreneurial management coexist within a highly precarious environment.

Moving forward, my research will focus on Moroccan CCIs, particularly visual arts, which exhibit significant overlaps between artistic and entrepreneurial practices. My goal is to identify the components and dimensions that define an artist as an entrepreneur, as well as the elements shaping the business model of CCIs. I also aim to develop a typology of business models specific to CCIs and to anticipate which business model corresponds to a given artrepreneur profile.

Why I Want to Participate in This Bootcamp?

The Entrepreneurship Research Boot Camp aligns perfectly with my research. My work explores how artists navigate entrepreneurial challenges, balancing artistic creation with business sustainability. Attending this bootcamp will provide me with advanced insights into entrepreneurial finance, venture creation, and business model innovation, helping me refine my theoretical framework. Additionally, engaging with leading scholars and researchers will allow me to enhance my methodology, integrate new perspectives, and contribute to the global conversation on entrepreneurship in CCIs. This opportunity will strengthen my ability to develop practical recommendations for artists and cultural policymakers, bridging the gap between research and real-world impact.



SALMA BOULAIT

PhD Student

Entrepreneurship | cultural & creative industries

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EXPERIENCE

Junior Program Manager_Innovation City of Marrakech
December. 2023 - Present

- Organizing the selection process for more than 70 startup applicants
- Managing data relevant to the incubation program
- Coordinating 14 training sessions and drafting progress reports
- Assisting the innovation expert in mentoring startups through the validation of their prototype and business model
- Facilitating communication to ensure the smooth execution of the program

Assistant Administratif_Annual Meetings Word Bank 2023 Marrakech
04 - 15 October. 2023

- Customized support for VIP participants throughout the event
- Administrative assistance to senior executives and directors, as needed
- Active participation in meetings and discussion sessions

Project Management Junior_Regional Investment Center-Marrakech-Safi
February. 2023 - June. 2023

- Development of two business plans and Feasibility Studies
- Event Logistics Coordination

Gitex Africa, Marrakech 31 May - 2 June. 2023

- Providing personalized information on regional investment opportunities over 200 visitors
- Organizing meetings with over 50 potential investors and partners
- Presenting reports and statistics to highlight the region's strengths
- Recording visitor information for personalized follow-up

Content Manager Junior_Rug Art Gallery
May 2021 - July. 2021

- Search Engine Optimization (SEO)
- Creation of online advertising campaigns

EDUCATION

Second-year PhD student, Cadi Ayyad University
November 2023 - Present
Master's degree National School of Commerce and Management Marrakech
2018-2023
Bachelor's degree with a major in economics and management
2017-2018

SKILLS

Communication and networking skills
Team player and self-starter
Ability to work under pressure and handle multiple tasks simultaneously
Microsoft Office, SPSS, Odoo, MS Project
Language (English, French, Arabic)

Mohamed Nabil El Mabrouki
Professor, Cadi Ayyad University
Email: nabil.elmabrouki@gmail.com

February 14th, 2025, Marrakech, Morocco

To the Selection Committee of the NBER Entrepreneurship Research Boot Camp 2025,

With this letter I wish to strongly recommend Salma Boulait, one of my PhD students, for the 18th Entrepreneurship Research Boot Camp. Salma started her PhD program under my supervision in November 2023 at Cadi Ayyad University, and since then, she has consistently demonstrated a remarkable ability to understand the complexities of entrepreneurship, particularly the entrepreneurial behavior of the artist in Moroccan cultural and creative industries.

For a PhD student, her work is quite good and I am pleased to support her application for the Boot Camp. As a young researcher, she is curious, rigorous, well-structured and insightful, demonstrating both analytical depth and originality. She is not only handles complex research questions but also actively engages in discussions that challenge existing perspectives. Her proactive approach and dedication make her a strong candidate for this workshop.

I have no doubt that Salma will benefit greatly from this experience and contribute meaningfully to the discussions. I fully support her application.

Best regards,

Mohamed Nabil El Mabrouki
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