

LSM *Research Report* 2009



LOUVAIN
School of Management

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Acknowledgements

Many people contributed to this LSM Research Report 2009 based upon the scientific activities of members of the Louvain School of Management. First, this report would not have been possible without the help of the faculty and the researchers who describe their research projects in Chapter 2. Then special thanks are to be given to the Research Committee as well as to the Directors of the Centers of Excellence for their valuable constructive criticism that they have given to me. Chapter 3 of this report and the different statistics about our research output would have been difficult to write without the DIAL system.

Per Agrell

Director of Research

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Introduction

The *Louvain School of Management* (LSM) is the joint management school of four Belgian Universities: UCL in Louvain-la-Neuve, FUCaM in Mons, FUNDP in Namur and FUSL in Brussels. Recently, these universities decided to merge and to create the new Université catholique de Louvain (UCLouvain) in September 2010. The School is located at the center of Europe, close to the EU institutions and to the headquarters of major international companies. With more than 200 full-time professors and researchers, the school defines itself as a top internationally-oriented research-based school of management.

Launched in 2007, the Louvain School of Management has already been acknowledged as a Research Institute by the four universities mentioned above. The School benefits from an excellent environment for research activities since it is embedded within a well-known complete University. The faculty of the whole University constitutes a large set of collaboration opportunities for the LSM members. The LSM organization is thought in order to facilitate these opportunities. LSM members are encouraged to carry out fundamental research with people from disciplines such as economics, sociology or mathematics. They also attract people from these disciplines in order to tackle research questions relevant for a business school.

Through a supervised bottom-up process, the Louvain School of Management implemented five centers of excellence dealing with corporate-relevant themes that have been considered to be able to differentiate the School from its competitors. With about 40 professors and researchers, each of our five Centers of Excellence focuses on an advanced field of expertise.

The Louvain School of Management publishes here its second annual research report built upon the activities from its four campuses. In 2009, our research teams published about XXX articles in top journals that are unanimously acknowledged on the international scene to be the best in their fields.

Fourteen chairs help the Louvain School of Management to develop high-level research activities and insert its centers of excellence in international networks. Among these chairs, the International Chair (300,000 EUR) and the Berghmans Chair (300,000 EUR) aims at developing the international scope of the Louvain School of Management. The twelve other chairs are distributed among the Centers of Excellence. Chapter 1 provides the list of chairs associated with each Center of Excellence.

This report is structured along our five Centers of Excellence (i.e. Center for Supply Chain Management, Center for Studies in Asset Management, Center for Research in *Entrepreneurial* Change and Innovative Strategies, Center on Consumers, Markets and Society) and is organized as follows. Chapter 1 gives an overview of research organization at the Louvain School of Management and presents its centers of excellence. Chapter 2 describes, in a non technical way, the research projects in progress within the different centers. Chapter 3 provides a list of publications of the School for the calendar year 2009.

Chapter I

Research organisation at the Louvain School of Management

As a University-based Business School, research plays an essential role within the Louvain School of Management. LSM faculty aims at continuously developing knowledge, analysis and resolution methods to study management and organizational questions and problems. As academics, the process and output of these activities are cornerstones of our strategy.

In order to increase its international recognition, research at the Louvain School of Management is centered on five areas that have been identified as strategic priorities for the School. Although research activities are not limited to these priority areas, research is organized around them:

- The Center for Supply Chain Management (CESCM)
- The Center for Studies in Asset management (CESAM)
- The Center for Research in Entrepreneurial Change and Innovative Strategies (CRECIS)
- The Pole of Research on Information and Services Management and Engineering (PRISME)
- The Center on Consumers, Markets and Society (CCMS)

As a prelude to their future merger that is officially planned for September 2010, the four universities of the Académie universitaire Louvain (UCL, FUCaM, FUNDP and FUSL) decided to merge their respective management departments to launch the Louvain School of Management in September 2007. This allowed to create five Centers of Excellence that reach a critical mass (about 40 full-time faculty members and researchers each). In their areas, those Centers develop a distinctive expertise, relevant for both the international scientific community and the corporate world.

Furthermore, the School is working closely with other research centers within and outside the University (e.g. the Centre for Operations Research and Econometrics – CORE) through the research activities of its Associate Professors.

If the School was recently EQUIS-accredited for its Louvain-la-Neuve campus only, research was one of the three fully integrated elements that were already assessed by the EQUIS peer-review team at a larger level. The pooling of our research resources around a limited number of joint Centres of Excellence contributed to the excellent assessment of the School in terms of research activities. The auditors underlined a clear improvement of the research output, both in quantity and quality as well as a close link with the corporate world, illustrated by the growing support of corporations to the Louvain School of Management through additional chairs, partnerships and research contracts.

A short description of the LSM Centers of Excellence is given hereafter.

1. Center for Supply Chain Management (CESCM)

1.1 Presentation

The center performs research, development and advanced teaching in all areas of supply chain management, both modeling, optimization, systems and strategy and offers its services in these areas to industrial firms in Belgium.

CESCM gathers a critical mass of faculty, researchers and experts in the field «supply chain management» (SCM). The definition of SCM is interpreted broadly to cover all aspects of production, logistics, transport and the supplier relations. It combines operations management, management science and industrial organization in a systematic attempt to understand, model and support the multi-level organizational behavior. CESCM research is in particular oriented towards:

Empirical analysis, the economic and systemic modeling of inter- organizational relations and policy making processes

The study and development of methodologies and techniques for the decision support systems at all hierarchical levels of the chain the study, modeling and optimization of systems of decentralized or distributed coordination.

1.2 Members

Full faculty

Per Agrell
Philippe Chevalier
Marc Fourny
Bart Jourquin
Etienne Loute
François Louveaux
Nadine Meskens
Manuel Kolp
(part-time, also in PRISME)
Fouad Riane
Georges Schepens
Pierre Semal
Mathieu Van Vyve
Laurence Wolsey

Scientific members

Fatiha Abbes-Orabi
Quentin Botton
Xavier Brusset
Jean-Philippe Cordier
Thomas Crepin
Christine Di Martinelly
Arnauld Hanset
Galina Iassinovskaia
Alejandro Lamas
Jonathan Lechien
Mathias Lorenz
Tanja Mlinar
Alexandre Mollet
Jorge Pinna Puissant
Benoît Roland
Géraldine Strack
Jean-Sébastien Tancrez
Thi Ai Vi Tran
Hakan Ümit
Fabio Usai
Jean-Christophe Van Den Schrieck
Julie Vonck
Yves Wautelet
Sabine Limbourg
Duy Tai Nguyen (part-time, also in PRISME)
Hongying FEI
Ying WEI

Associated members

Peter Bogetoft
Bernard Fortz
Ou Jihong
Kurt Jörnsten
Nico Vandaele

1.3 Doctoral dissertations completed in 2009

- DI MARTINELLY Christine : *Proposition of a framework to reengineer and evaluate the hospital supply chain* – Mons – F. Riane and A. Guinet

1.4 Partnership

- CESCO has a strong partnership with L'Oréal in supply chain management (330,000 EUR; holder: Prof. Semal).

2. Center for Studies in Asset Management (CESAM)

2.1 Presentation

The Center for Studies in Asset Management is an inter-university platform that brings together faculty members and affiliates in finance of the Louvain School of Management (LSM). The Center aims at enhancing the national and international visibility of the research activities of its members as well as of the School in general.

The general theme is the theory and practice of "Asset Management". This includes portfolio management of financial as well as real assets. In line with recent trends in financial services, it includes assets such as traditional financial assets (debt and equity), real estate, private equity, pension assets and foreign exchange reserves. The Center aims at analyzing management of investment funds, assets of institutional investors, central bank reserves and various government assets. Further important research topics are market microstructure, mergers and acquisitions transactions and insider trading. This Center therefore covers research topics on asset management pertaining to asset pricing, volatility and investment, audit and controlling, risk management, corporate finance, international finance and mathematical finance.

Next to their research and teaching activities, members maintain strong links to practitioners and professional associations.

2.2 Members

Full faculty

Nihat Aktas
 Marie Claire Capiiau-Huart
 Anouk Claes
 Yves De Rongé
 Pierre Devolder
 Rudy De Winne
 Catherine D'Hondt
 Marcel Gérard
 Pierre Giot
 Nathalie Gilson
 Jean-Yves Gnabo
 Philippe Grégoire
 Christelle Lecourt
 Mikael Petitjean
 Isabelle Platten
 Gerrit Sarens
 Armin Schwienbacher
 Charles Van Wymeersch

Scientific members

Nicolas Bruneau (2009)
 Thuy Bui (2009)
 Etienne Chalmagne (2009)
 Cédric Chevalier
 Yannick de Harlez
 Deniz Erdemlioglu (2009)
 Jean-Yves Filbien
 Alexandre Girard
 Lucia Granelli
 Séverine Hermanns
 Gael Imad'Eddine
 Malik Kerkour (2009)
 Fabien Labondance
 Thomas Lambert (2009)
 Laury Lambot
 Jérémie Lefebvre (2009)
 Christophe Majois
 Laetitia Noel
 Caroline Paquer
 Savina Princen
 Ilham Riachi
 Fernando Ruiz
 Vassilis Samaras
 Luc Siméons
 Olivier Vercruysse
 Fan Wu

Associated members

Bruno Colmant
 Marc Deloof
 Christophe Dispas
 Louis Eeckhoudt
 Luc Henrard
 Michel Levasseur
 Piet Sercu
 Serge Wibaut

2.3 Doctoral dissertations completed in 2009

- Beaupain Renaud : Essays on the dynamics of liquidity in the Euro Area Overnight Money Market and on the New York Stock Exchange – Namur – P. Giot
- Gnabo Jean-Yves : The economic desirability of transparency in foreign-exchange policy - insights from japan – Namur – C. Lecourt
- Ruiz Fernando : Concurrence et Convergence Fiscales – Mons – M. Gérard and A. Trannoy

2.4 Chairs and large partnerships

The chairs and partnerships associated with the CESAM are listed below:

- BNP Paribas Fortis Chair in Risk Management (Liquidity, Volatility and Asset Valuation) (323,400 € ; supervised by Prof. Devolder & Prof. Petitjean)
- Fortis Insurance Chair in Risk Management (Pension Valuation and Solvency) (240,000€; supervised by Prof. Devolder & Prof. Petitjean).
- PricewaterhouseCoopers Partnership in Investment Fund Management (70,000 EUR ; supervised by Prof. Schwienbacher)

3. Center for Research in Entrepreneurial Change and Innovative Strategies (CRECIS)

3.1 Presentation

Organizations are permanently challenging their strategic capabilities and their management skills. Small or large, hi or low tech, all of them incorporate innovation and change in their core business practices. The CRECIS was founded at the IAG (UCL) and his mission is to explore innovative strategies and to draw up strategic implications for the future of European corporations to support competitive advantages. With the foundation of the Louvain School of Management, the ReCCCoM (FUNDP) and some CeRIO's members (FUCaM) joined the CRECIS research activities. We build up a unique **multidisciplinary** expertise and help decision makers to develop strategic capabilities based upon innovativeness and change. We develop a strategic approach of organizations through three angles:

- The analysis of **organizational designs** allowing **innovative strategies** management;
- A reflection on the **entrepreneurial spirit** and responsible behaviours as guidelines for managers using these new strategic applications;
- The study of **organizational change**, including crises studies.

Its orientation follows two main guidelines:

- 1. CRECIS is a multidisciplinary research centre. Members are experts in the fields of management in all dimensions of strategic transformations (change, crisis, entrepreneurship, innovation, human resources).
- 2. CRECIS is an applied research centre. Activities are oriented towards a balanced mix of academic research and dialogue with the business community.

3.2 Members

Full faculty

Régis Coeurderoy
Eric Cornuel
André de Béthune
François de Viron
Yves de Rongé
Nathalie Delobbe
Benoît Gailly
Jean-Marie Jacques
Frank Janssen
Armand Spineux
Laurent Taskin
Alain Vas
Philippe Wilmes
Thierry Zintz

Scientific members

Sophie Bacq
Olga Belousova
Mahamadou Biga Diambeidou
Luc Gbadji
Yannick De Harlez
Eline Faoro
Olivier Giacomini
Harmony Glinne
Nathalie Guilmot
Julie Hermans
Amélie Jacquemin
Florence Jaspard
Mélanie Latiers
Thomas Lederer
Cédric Lenaert
Sylvain Luc
Sylvette Ly
Emilie Malcourant
Nicolas Neysen
Dung Ngo Vi
David Qualizza
Cécile Schmit
Gabriel Van Bunnem (2009)
Mathieu Winand
Delphine Wuidar

Associated members

Paul Belleflamme
Thierry Bréchet
Flore Bridoux
Philippe Byosièrre
Annick Castiaux
Jean-Jacques Degroof
Joseph Desaintes
Valérie Duplat
Vincent Grimaldi de Puget
Marc Ingham
Maryvonne Lasalle de Salins
Evelyne Léonard
Christophe Lejeune
Caroline Letor
Denise Luethge
Albert Lwango
Benoît Rihoux
Philippe Scieur
Anne Wallemacq
Armin Schwienbacher

3.3 Doctoral dissertations completed in 2009

- BIGA DIAMBEIDOU Mahamadou : An empirical taxonomy of early growth trajectories – Louvain-la-Neuve – B. Gailly

3.4 Chairs and large partnerships

The chairs associated with the CRECIS are listed below:

- Brederode Chair in Entrepreneurship (480,000 EUR; holder: Prof. Janssen)
- ING Chair in e-management (550,000 EUR; holder: Prof. Vas)

4. Pole of Research on Information and Services Management and Engineering (PRISME)

4.1 Presentation

Using the complimentary background of scientists coming from several converging disciplines, the Centre focuses on the theme “Computer-enabled services”, i.e. services emerging through ICTs. Both management and computer sciences skills will be required to develop such a theme.

Based on historical experience in IS education and research in our different universities, our centre of excellence is devoted to the continuous development of high-level competencies and expertises in the engineering and management of organisational information systems. We reach this objective by:

- A research policy favouring academic excellence and recognition through publications in top-ranking journals;
- A strong anchor in the corporate world through applied research projects and educational partnerships (e.a. with SAP, IBM,...);
- A master program dedicated to information management where many members of the centre are involved;
- Participation in various executive education programs at an international level as well as organisation of training days especially dedicated to local economic actors (as e-business days, for instance).

The expertises of the centre members allow the study of organisational information systems both from a managerial perspective and from an engineering perspective. Such a cross-disciplinary approach is essential in a field where a focus on a single side has long led to myopic research results, neglecting either the organisation needs or the technological constraints. We believe in the strength and the necessity of cross-disciplinarity for developing new knowledge in the recently growing axes of this field.

In particular, we intend at focusing our common research effort on computer-based services. As a matter of fact, the evolution of our economy demonstrates the rising importance of service, information systems playing an important role in this trend. Famous IT companies (IBM, HP, etc.) have underlined the necessity to develop cross-disciplinary knowledge in this field. Our centre of excellence intends to contribute to this development.

4.2 Members

Full faculty

Annick Castiaux
(*part-time, also in CRECIS*)
Stéphane Faulkner
François Fouss
Manuel Kolp
(*Part-time, also in CESC*)
Marco Saerens
Georges Schepens
Philippe Thiran
Thierry Van den Berghe
Jean Vanderdonckt

Scientific members

Youssef Achbany
Mohanad Al-Jabari
Pierre-Yves Ansias
Oguz Aydogmus
Stéphane Dehousse
Alain Ejzyn
Kevin Françoisse
Juan Manuel Gonzalez Calleros
Josefina Guerrero García
Julie Hermans
Caroline Herssens
Hang Thi Thuy Hoang
Ivan Jureta
Sodany Kiv
Christophe Lemaigre
Sophie Lepreux
Carlos Luco
Francisco Javier Martínez Ruiz
Maria Liliana Marulanda Serna
Hildeberto Mendonca
Oscar Serrate
Kênia Soares Sousa
Adrian Stanciulescu
Caroline Thill
Yves Wautelet
Marco Winckler
Olaf Witkowski
Luh Yen
Thi Ai Vi Tran
Jérôme Callut
Adrien Coyette
Suzanne Kieffer
Michael Mrissa
Duy Tai Nguyen (*part-time also in CESC*)

Associated members

Eric Dubois
Vincent Englebert
Cédric Fairon
Naji Habra
Jean-Luc Hainaut
Patrick Heymans
Roland Lesuisse
Benoit Macq
David Massart
Michaël Petit
Yves Pigneur
Pierre-Yves Schobbens
Monique Snoeck
Michel Verleysen

4.3 Doctoral dissertations completed in 2009

- JURETA Ivan : *Essays in information management: contributions to the modeling and analysis of quality in information systems engineering* – Namur – S. Faulkner

5. Center on Consumers and Marketing Strategy (CCMS)

5.1 Presentation

The Center on Consumers, Markets and Society (CCMS) provides a platform for furthering research, executive education, and teaching in master and doctoral programs in the area of Marketing.

The CCMS focuses on both the demand and supply sides of marketing. These two perspectives are investigated into the light of ethics and social responsibility for a vast range of marketing transactions or activities. The CCMS encourages both conceptual and empirical research, multidisciplinary and methodological eclecticism. Quantitative and qualitative studies are equally valued.

Questions related to consumer's welfare and/or protection against some marketing practices are more and more often brought to the fore. To provide responses to these interrogations, research is needed, on consumers and on markets. This strong societal philosophy is the connecting link between actual and future activities of the CCMS' members. Goods and services in profit and non-profit industries are studied and this, in national, European and international environments and for B2C and B2B markets.

To provide a comprehensive understanding of consumers, we aim at both individuals and groups, young people, teens and adults as well as neglected segments like disabled people or consumer activists. Leisure, culture and tourism represent the preferred fields for applications. The research focus is on shopping behaviour as well as on the consumption experience in itself. Aspects related to judgments and decision making and reactions (cognitive and affective) to persuasive communications or responsible consumption and social marketing are taken into consideration as well.

In order to study markets, companies and intermediaries, a comprehensive point of view is adopted too and justified by the past, current and future activities of the CCMS' members. In addition, the study of the markets is not independent from the study of consumers as these two economic "sides" are connected. The research agenda includes internationalisation and globalization, efficiency of off-line and online market/retail channels, price and promotion management, advertising and communication, brand and product management, performance diagnosis through a TQM (total quality management) approach.

Activities of the CCMS articulate around the following areas: scientific research, participation to symposia and conferences, publications of international level, training and supervision of doctoral students, hosting of researchers and of guest professors, involvement in national and international research networks, organization of seminars and symposia, executive education and business partnerships.

5.2 Members

Full faculty

*Alain Bultez
Alain Decrop
Christian Derbaix
Chantal de Moerloose
Caroline Ducarroz
Maarten Gijzenberg
Fabienne Guerra
Claude Pecheux
Patrick Scarmure
Isabelle Schuiling
Valérie Swaen
Pietro Zidda*

Scientific members

*Anne-Laure Bartier
Max Bienfait
Karine Charry
Isabelle Coppens
Nicolas Firzli
Mehdi Gherbi
Catherine Janssen
Marie Kindt
Emerence Leheut
François Maon
Julie Masset
Patricia Nisol
Friedrich Pétré
Jean-Marc Ziegler*

Associated members

*Ruben Chumpitaz
Nathalie Demoulin
Gordy Pleyers
Roland Saintrond*

5.3 Doctoral dissertation completed in 2009

- Derbaix Maud : Consumers' Valuing Processes for the Performing Arts: Concepts, Dimensions and Relations – Namur - A. Decrop and P. Zidda

5.4 Chairs and large partnerships

The chairs associated with the CCMS are listed below:

- Belgacom Chair in Corporate Social Responsibility (340,000 EUR; holder: Prof. Swaen)
- Suez Partnership in Corporate Social Responsibility (90,000 EUR; holder: Jan Noterdaeme)

Chapter II

Research Projects at the Louvain School of Management

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CESCM
Center for Supply
Chain Management

Supply Chain Management

SENIOR SCIENTISTS

- Per AGRELL
- Philippe CHEVALIER
- Pierre SEMAL
- Laurence WOLSEY

RESEARCH FIELD AND SUBJECTS

Supply Chain Management (SCM) covers all aspects of production, logistics and the supplier relations. It combines operations management, management science and industrial organisation in a systematic attempt to understand, model and support the multi-level organisational behaviour.

Our research is, in particular, oriented towards:

- empirical analysis, the economic and systemic modelling of inter-organisational relations,
- the study and development of methodologies and techniques for the decision support systems at all hierarchical levels of the chain
- the study, modelling and optimization of systems of decentralized or distributed coordination.

SERVICES & CONSULTANCY

The purpose of the centre of excellence in Supply Chain Management is to bring to industrial firms new methods, new management practices which will help them face the future challenges of logistics and Supply Chain Management at top and middle managerial levels. The focus is on solving issues occurring in day-to-day operations as well as to help devise new strategies.

The center received a major funding from the Walloon Region in the framework of the regional economic redeployment plan (so-called « Marshall Plan »). The objective is to develop tools for improving the efficiency of logistic operators at the regional and international level.

REPRESENTATIVE PUBLICATIONS

CHEVALIER, P., VAN DEN SCHRIECK, J.-C. (2008) « Optimizing the staffing and routing of small size hierarchical call-centers », *Production and Operations Management*, vol. 17, n° 3

TANCREZ, J.-S., SEMAL, P., CHEVALIER, P. (2007) « Histogram based bounds and approximations for production lines », *Workshop in Logistics and Supply Chain Management*, Louvain la Neuve.

BRUSSET, X. (2006) « Impact of information and coordination on transport procurement », in DE KOSTER, R., DELF-MANN, W. (Eds.), *Supply Chain Management — European*

Perspectives, Frederiksberg, Copenhagen Business School Press, 30 p.

POCHET, Y., WOLSEY, L.A. (2006) *Production Planning by Mixed Integer Programming*, New York, Springer, 527 p.

AGRELL, P.J., BOGETOFT, P., TIND, J. (2005) « Dynamic DEA and Yardstick Regulation in Scandinavian Electricity Distribution », *Journal of Productivity Analysis*, vol. 23, pp. 173-201.

AGRELL, P.J., NORRMAN, A. (2004) « Understanding Supply Chain Risk Sharing: A Three-tier Principal-Agent Approach », *Proceedings of the 16th Annual Conference for Nordic Researchers in Logistics*, Linköping, Sweden, pp. 17-31.

AGRELL, P.J., LINDROTH, R., NORRMAN, A. (2004) « Risk, Information and Incentives in Telecom Supply Chains », *International Journal of Production Economics*, vol. 90, pp. 1-16.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- CESCO members are closely affiliated with CORE: Center of Operations Research and Economics and further organisational cooperation is underway
- Norwegian School of Economics and Business Administration; Contact: K. JÖRNSTEN
- Lund University; Contact: A. NORMANN
- K.U. Leuven; Contact: N. VANDAELE

KEY WORDS FOR R&D

Supply Chain Management
Operations management
Coordination
Production planning
Queueing models
Mixed integer programming

SENIOR SCIENTISTS

Per AGRELL	
per.agrell@uclouvain.be	Tel. 32 (0) 10 47 83 65
Philippe CHEVALIER	
philippe.chevalier@uclouvain.be	Tel. 32 (0) 10 47 83 96
Pierre SEMAL	
pierre.semal@uclouvain.be	Tel. 32 (0) 10 47 83 66
Laurence WOLSEY	
laurence.wolsey@uclouvain.be	Tel. 32 (0) 10 47 83 66

WEB SITES

- www.lsm.be/cescm/
- www.poms.ucl.ac.be/CESCM/index.w
- www.core.ucl.ac.be

Optimization models in management

SENIOR SCIENTISTS

- Per AGRELL
- Philippe CHEVALIER
- François GLINEUR
- Laurence WOLSEY

RESEARCH FIELD AND SUBJECTS

Operations research models have widely been used to build decision aid tools in real life situations.

Optimization plays a central role in this context: indeed, possible decisions can often be represented by a set of numerical constraints, and the decisions sought are then found as those that minimize or maximize a given numerical criterion, function of the decision variables. Optimization modelling can thus be applied in many different areas of management (logistics, production planning, marketing, finance, ...).

Some examples of recent projects include: finding the optimal staffing level when combining flexible and specialized workforce, determining optimal routes for delivery vehicles, optimizing lot sizes for production planning, etc.

In each case, we focus on solving larger and larger problems, allowing us to modelling more and more realistic situations with greater detail.

Recent progress in this respect has been impressive. For example, linear optimization problems that might have taken a month to solve fifteen years ago are now routinely solved in a few seconds on a desktop machine.

SERVICES & CONSULTANCY

The Center for Operations Research and Econometrics (CORE), established more than forty years ago, is widely recognized as a leading research center for optimization. CORE has been a partner for many national and European research projects. The centre is also collaborating with various companies (mostly SMEs) for research projects jointly funded by the Walloon Region.

REPRESENTATIVE PUBLICATIONS

CHEVALIER, P., VAN DEN SCHRIECK, J-C. (2008) « Optimizing the staffing and routing of small size hierarchical call-centers. », *Production and Operations Management*, vol. 17, n° 3

POCHET, Y., WOLSEY, L.A. (2006) *Production Planning by Mixed Integer Programming*, New York, Springer, 527 p.

AGRELL, P J., BOGETOFT, P., TIND, J. (2005) « Dynamic DEA and Yardstick Regulation in Scandinavian Electricity Distribution. », *Journal of Productivity Analysis*, vol. 23, pp. 173-201.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Routing International
- N-Side

KEY WORDS FOR R&D

Operations research
Modelling
Optimization
Production planning
Queueing models
Mathematical programming
Mixed integer programming

SENIOR SCIENTISTS

Per AGRELL	
per.agrell@uclouvain.be	Tel. 32 (0) 10 47 83 65
Philippe CHEVALIER	
philippe.chevalier@uclouvain.be	Tel. 32 (0) 10 47 83 96
François GLINEUR	
francois.glineur@uclouvain.be	Tel. 32 (0) 10 47 81 64
Laurence WOLSEY	
laurence.wolsey@uclouvain.be	Tel. 32 (0) 10 47 43 07

WEB SITES

- www.lsm.be/cescm/
- www.poms.ucl.ac.be/CESCM/index
- www.core.ucl.ac.be

Transport economics and network models

SENIOR SCIENTISTS

- Michel BEUTHE
- Bart JOURQUIN
- Sabine LIMBOURG

RESEARCH FIELD AND SUBJECTS

The research Group « Transport & Mobility » (GTM) was created in 1990 in order to develop research in transport economics. The members of the research group participate in regular and occasional teaching programs in transportation economics. The main activities are oriented towards: Cost-Benefit and Multicriteria analysis for evaluation of transport infrastructures.

Network analysis with the development of a Trans-European multimodal network software (Nodus) including four modes (rail, road and inland waterways and short-sea shipping) over all the European countries.

Analysis of the relative importance and of the equivalent monetary value of the qualitative attributes of transports: reliability, flexibility, time, safety, and frequency.

SERVICES & CONSULTANCY

GTM has been involved in a large number of Regional, Federal or European Research projects, among which, for 2007, the TransLogisTIC consortium, a project founded in the framework of the « Marshall Plan for Wallonia » or a consultancy project financed by the Brussels government which aims at developing an optimal taxation scheme for cars that takes their emissions into account.

REPRESENTATIVE PUBLICATIONS

BEUTHE M. and Ch. BIUFFIOUX, Analyzing qualitative attributes of freight transport from stated orders of preference experiment, *Journal of Transport Economics and Policy*, Vol. 42, Part 1, 105-128, 2008.

LIMBOURG S. and JOURQUIN B., Rail-Road terminal locations: aggregation errors and best potential locations on large networks, *European Journal of Transport and Infrastructure Research*, Vol 7, n°4, pp 317-334, 2007.

BEUTHE M., A comment on W.Wei and M.Hansen's "An aggregate demand model for air passenger traffic in the hub-and-spoke network", forthcoming in *Transportation Research A*, 2007.

WITLOX F., DULLAERT W. and JOURQUIN B., Fostering transport and logistics research in the Benelux countries, *Transportation Planning and Technology*, Vol 30, pp 325-329, 2007.

JOURQUIN B. and M. BEUTHE, A decade of freight transport modelling with virtual networks: Acquired experiences and new challenges, in *Spatial Dynamics, Networks and Modelling*, Edward Elgar, 181 – 200, 2006.

JOURQUIN B. and S. LIMBOURG, Equilibrium traffic assignment on large virtual networks: Implementation issues and limits for multi-modal freight transport, *European Journal of Transport and Infrastructure Research*, 6, n°3, 205-228, 2006.

JOURQUIN B., P. RIETVELD and K. WESTIN (ed.), Towards better performing transport networks, *Routledge, Taylor and Francis Group*, 2006.

JOURQUIN B., A multi-flow multi-modal assignment procedure on large freight transportation network, *Studies in regional Science*, Vol. 35, n°4, 929-946, 2005.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

BELSPO project LIMOBEL (2007-2010) with the Belgian Planning bureau and VITO, which aim is to help the government in its decision process related to transport, taking into account various government objectives.

BELSPO project DSSITP (2007-2009) with the VUB and U Hasselt. The objectives of this project are to find ways to enhance the growth of intermodal barge and rail transport.

BELSPO project ADICCT (2007-2010) with the UGhent, UA (Antwerp) and UCL. The objective of this project is to improve public and private decision-making and guide investments in employer-based commuter transport schemes.

KEY WORDS FOR R&D

Transport
Networks
Freight
Intermodal
Location
Cost-benefit

SENIOR SCIENTISTS

Michel BEUTHE	
Michel.beuthe@fucam.ac.be	Tel. 32 (0) 65 32 32 96
Bart JOURQUIN	
Bart.jourquin@fucam.ac.be	Tel. 32 (0) 65 32 32 93

WEB SITES

- www.lsm.be/cescm/
- www.fucam.ac.be/gtm

Multi-Modal Transportation and Supply Chain Management

SENIOR SCIENTISTS

- Xavier BRUSSET
- Yves WAUTELET
- Jean-Charles LANGE
- Bart JOURQUIN
- Galina IASSINOVSKAIA
- Fabio USAI
- Alassane NDIAYE
- Charlemagne DANO

RESEARCH FIELD AND SUBJECTS

We conduct research in both micro- and macro-economic fields of transport and supply chain management. The purpose is to help shippers and carriers better coordinate their operations to reduce inefficiencies by sharing information on schedules, changes, incidents and modal choices.

This project is funded through the TransLogisTIC Project, part of the Logistics in Wallonia Cluster within the Walloon Marshall Plan. Together with ULg, we develop information systems and optimization algorithms of logistic resources in a multi-modal environment : information sharing between shippers and carriers, fleet management and empty-repositioning. Modeling of multi-modal transport networks using both flows, frequencies, direction and costs is developed at the Research group GTM in FUCaM.

REPRESENTATIVE PUBLICATIONS

X.BRUSSET, *Choosing a transport contract over multiple periods*, 2009, International Journal Logistics systems and Management.

X.BRUSSET, *Endogenous choice of procurement contracts in a supply chain*, 2007, in De Koster and W.Delfmann, *Managing Supply Chains — a European perspective*, Copenhagen Business School Press.

X.BRUSSET, *Impact of information and coordination on transport procurement*, 2006, in De Koster and W.Delfmann, *Supply Chain Management — European Perspectives*, Copenhagen Business School Press.

PARTNERSHIP & SCIENTIFIC COLLABORATION

TransLogisTIC Research Project

KEY WORDS FOR R&D

Multi-modal tracking
Information sharing
Collaboration
Algorithmic optimization

SENIOR SCIENTISTS

Xavier BRUSSET	xavier.brusset@uclouvain.be	Tel. 32 (0)10 47 83 63
Yves WAUTELET	yves.wautelet@uclouvain.be	Tel. 32 (0) 10 47 83 81
Jean-Charles LANGE	jean-charles.lange@uclouvain.be	Tel. 32 (0)10 47 83 63
Bart JOURQUIN	bart.jourquin@fucam.ac.be	Tel. +32 (0)65 32.32.93
Galina IASSINOVSKAIA	iassinovskaia@fucam.ac.be	Tel. +32 (0)65 32.32.11
Fabio USAI	Fabio.usai@fucam.ac.be	Tel. +32 (0)65 32.32.11
Alassane NDIAYE	a.ndiaye@ulg.ac.be	Tel. 32 (0) 4 366 48 58
Charlemagne DANO	c.danoh@ulg.ac.be	Tel. 32 (0)43 66 92 27

WEB SITES

- www.lsm.be/cescm/
- www.uclouvain.be/en-cescm
- www.translogistic.be

www.lsm.be/cesam/

CESAM

Center for Studies in Asset Management

Managing risk in financial intermediaries

SENIOR SCIENTISTS

- Anouk CLAES
- Pierre GIOT
- Philippe GREGOIRE
- Isabelle PLATTEN

RESEARCH FIELD AND SUBJECTS

Assess, quantify and forecast market and credit risks for financial intermediaries. We conduct research on market risk models (e.g. VaR models), liquidity risk models and credit risk models, as well as on capital adequacy and solvency requirements.

SERVICES & CONSULTANCY

- Banks
- Investment companies
- Insurance companies
- Pension funds
- Indexing companies

REPRESENTATIVE PUBLICATIONS

P. GIOT and S. LAURENT. *Modelling daily VaR using realized volatility and ARCH type models*. Journal of Empirical Finance 11, 379 - 398, 2004.

P. GIOT. *Implied volatility indexes and daily Value-at-Risk models*. Journal of Derivatives 12, 54-64, 2005.

J. ANNAERT, A.G.P. CLAES and M.J.K. DE CEUSTER, *Inter-temporal Stability of the Credit Spread Co-Movement Structure*, European Journal of Finance, 12/1, 23-32, 2006.

Ph. GREGOIRE and H. VAN OPPENS: *Risk Attribution* Journal of Performance Measurement, 67-77, Vol 11, Fall 2006.

P. GIOT and J. GRAMMIG. *How large is liquidity risk in an automated auction market?* Empirical Economics 30, 867-887, 2006.

Ph. GREGOIRE: *Risk Attribution* (pp. 309-329) in Advanced Portfolio Attribution Analysis; RiskBooks 2007 edited by Carl Bacon.

P. GIOT and S. LAURENT. *The information content of implied volatility in light of the jump/continuous decomposition of realized volatility* Journal of Futures Markets 27, 337-359, 2007.

A.G.P. CLAES and M.J.K. DE CEUSTER, *Single Name Credit Default Swap Valuation: A Review*. - In: Credit Risk: Models, Derivatives and Management, Niklas Wagner [edit.], Chapman & Hall / Crc Financial Mathematics Series, p. 3-19, 2008.

AWARD

Ph. GREGOIRE and H. VAN OPPENS, Dietz Award 2007, Philadelphia.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- European Central Bank
- University of Antwerp
- University of Tübingen

KEY WORDS FOR R&D

Risk management
Risk attribution
Market risk
VaR
Liquidity risk
Credit risk
Credits spread correlation structure
Credit default swaps
Volatility
Implied volatility
Capital adequacy
Solvency

SENIOR SCIENTISTS

Anouk CLAES
claes@fusl.ac.be Tel. 32 (0) 2 787 03 15

Pierre GIOT
pierre.giot@fundp.ac.be Tel. 32 (0)81 72 48 87

Philippe GREGOIRE
Philippe.gregoire@uclouvain.be Tel: +32 (0)10 47 84 46

Isabelle PLATTEN
Isabelle.platten@fucam.ac.be Tel: +32 (0)65 32 32 75

WEB SITE

www.lsm.be/cesam/

Financial Market Quality

SENIOR SCIENTISTS

- Rudy DE WINNE
- Catherine D'HONDT
- Pierre GIOT
- Christophe MAJOIS
- Mikael PETITJEAN

RESEARCH FIELD AND SUBJECTS

The 'Financial Market Quality' project deals with four related issues: efficiency, liquidity, transaction costs and transparency. Within those themes, we focus on the following subjects: the determinants of liquidity dynamics, the impact of the Markets in Financial Instruments Directive (MiFID), the use of hidden orders, the role of anonymity. Those questions are addressed through empirical and experimental methods.

SERVICES & CONSULTANCY

- Exchanges
- Banks
- Investment companies
- Insurance companies
- Pension companies
- Indexing companies

REPRESENTATIVE PUBLICATIONS

H. BELTRAN, P. GIOT and J. GRAMMIG. *Commonalities in the order book*. Financial Markets and Portfolio Management, *forthcoming*.

H. BELTRAN, P. GIOT and J. GRAMMIG. *Commonalities in the order book*. Financial Markets and Portfolio Management, *forthcoming*.

H. BELTRAN, A. DURE and P. GIOT. *How does liquidity react to stress periods in a limit order market?* Global Finance Journal, *forthcoming*.

P. GIOT, S. LAURENT and M. PETITJEAN. *Trading activity, realized volatility and jumps*. Journal of Empirical Finance, *forthcoming*.

C. D'HONDT. *Which Execution Improvement for Orders on Euronext?* Banque & Marchés 95, 2008.

C. D'HONDT and J.-R. GIRAUD. *MiFID Pre-trade Transparency Rules: An Investor's Perspective*. Journal of Trading 3 (2), 2008.

C. MAJOIS. *Transparence et micro-structure des marchés : une revue de littérature*. Finance 29 (2), 5-56, 2008.

M. PETITJEAN and J. WAELPUT. *Volume and capital rotation on Alternext*. Revue Bancaire et Financière 8, 488-496, 2008.

L. BAUWENS, F. GALLI and P. GIOT. *Moments of the Log-*

ACD model. Quantitative and Qualitative Analysis in Social Sciences 2, 1-28, 2008.

R. DE WINNE and C. D'HONDT. *Hide-and-Seek in the Market: Placing and Detecting Hidden Orders*. Review of Finance 11, 663-692, 2007.

C. D'HONDT and J.-R. GIRAUD. *Cash Equity Transaction Cost Analysis: State of the art ... and beyond*. Journal of Asset Management 7, 216-241, 2006.

C. D'HONDT and J.-R. GIRAUD. *MiFID: Convergence towards a Unified European Capital Markets Industry*. Risk Books, 2006.

AWARDS

- 2003 French Finance Association-Euronext thesis award
- 2005 Joseph de la Vega prize (prize awarded annually by the Federation of the European Stock Exchanges for the best paper on stock exchanges)

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- BNB
- St Gallen University
- CORE
- University of Toulouse 1
- EDHEC Risk and Asset Management Research Centre
- NYSE-Euronext

KEY WORDS FOR R&D

Trading costs	Liquidity	Transparency
MiFID	Price discovery	Market efficiency
Hidden orders		

SENIOR SCIENTISTS

Rudy DE WINNE	
rudy.dewinne@fucam.ac.be	Tel. 32 (0)65 32 33 34
Catherine D'HONDT	
catherine.dhondt@fucam.ac.be	Tel. 32 (0)65 32 33 39
Pierre GIOT	
pierre.giot@fundp.ac.be	Tel. 32 (0)81 72 48 87
Christophe MAJOIS	
christophe.majois@fucam.ac.be	Tel. 32 (0)65 32 33 36
Mikael PETITJEAN	
mikael.petitjean@fucam.ac.be	Tel. 32 (0)65 32 33 81

WEB SITE

- www.lsm.be/cesam/

Investment and asset allocation strategies

SENIOR SCIENTISTS

- Pierre GIOT
- Mikael PETITJEAN

RESEARCH FIELD AND SUBJECTS

Assessing investment strategies and establishing an appropriate asset mix open to alternative assets play a key role in determining the portfolio's overall risk and return. We conduct research on the different strategies of establishing asset allocations, including strategic, tactical and dynamic strategies.

SERVICES & CONSULTANCY

- Banks
- Investment companies
- Insurance companies
- Pension companies
- Indexing companies

REPRESENTATIVE PUBLICATIONS

M. PETITJEAN. *Le guide du trader: méthodes de gestion boursière*. Paris, Dunod, 2004.

P. GIOT. *Stocks, bonds and the equity risk premium: some recent academic perspectives*. Revue bancaire et financière 3, 184-190, 2005.

P. GIOT and S. FRAIPONT. *Les oeuvres d'art comme placements financiers: le cas de l'art moderne classique et de ses différents courants*. Revue bancaire et financière 8, 494-503, 2006.

P. GIOT. *Unexpected capital gains and the stock market performance at the turn of the century*. Journal of Investing 16, 60-69, 2007.

P. GIOT and S. AUBERT. *An international test of the Fed model*. Journal of Asset Management 8, 86 - 100, 2007.

P. GIOT and A. DURRE. *An international analysis of earnings, stocks prices and bond yields*. Journal of Business Finance and Accounting 34, 613-641, 2007.

P. GIOT and M. PETITJEAN. *The information content of the Bond-Equity Yield Ratio: Better than a random walk?*. International Journal of Forecasting 27, 289-305, 2007.

P. GIOT and M. PETITJEAN. *On the statistical and economic performance of stock return predictive regression models: An international perspective*, Quantitative Finance, forthcoming.

P. GIOT and M. PETITJEAN. *Short-term market timing strategies using the Bond-Equity Yield Ratio*. European Journal of Finance, forthcoming.

P. GIOT. *L'irrésistible ascension de la finance comportementale*, Revue Bancaire et Financière, forthcoming.

M. PETITJEAN. *Biais comportementaux, aléa moral et juste régulation*, Revue Bancaire et Financière, forthcoming.

AWARDS

- CIM Doctoral Research Fellowship, 2003-2006.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- European Central Bank
- McGill University
- ICMA Centre, Reading University
- PwC, Luxemburg

KEY WORDS FOR R&D

Allocation
Strategies
Alternative assets
Performance
Portfolio
Indexing
Investment

SENIOR SCIENTISTS

Pierre GIOT
pierre.giot@fundp.ac.be Tel. 32 (0)81 724 887

Mikael PETITJEAN
mikael.petitjean@fucam.ac.be Tel. 32 (0)65 323 381

WEB SITE

- www.lsm.be/cesam/

Venture capital and private equity

SENIOR SCIENTISTS

- Pierre GIOT
- Armin SCHWIENBACHER
- Charles VAN WYMEERSCH

RESEARCH FIELD AND SUBJECTS

The research addresses venture capital and private equity (LBO) transactions. We further investigate the domiciliation behavior of investment funds in Europe.

SERVICES & CONSULTANCY

- Union Wallonne des Entreprises
- Pricewaterhousecoopers Luxembourg

REPRESENTATIVE PUBLICATIONS

Cumming, D., G. Fleming, A. Schwenbacher, "Liquidity Risk and Venture Capital Finance" (2005), *Financial Management* 34 (4), pp. 77-105

Cumming, D., G. Fleming, A. Schwenbacher, "Legality and Venture Capital Exits" (2006), *Journal of Corporate Finance* 12, pp. 214-245

Riyanto, Y.E., A. Schwenbacher, "The Strategic Use of Corporate Venture Financing for Securing Demand" (2006), *Journal of Banking & Finance* 30 (10), pp. 2809-2833

Giot, P., A. Schwenbacher, "IPOs, Trade Sales and Liquidations: Modelling Venture Capital Exits Using Survival Analysis," with P. Giot (2007), *Journal of Banking & Finance* 31 (3), pp. 679-702

Schwenbacher, A., "A Theoretical Analysis of Optimal Financing Strategies for Different Types of Capital-Constrained Entrepreneurs" (2007), *Journal of Business Venturing* 22 (6), pp. 753-781

Schwenbacher, A., "International Capital Flows into Private Equity Funds" (2007), *Maandblad voor Accountancy en Bedrijfseconomie* 7/8, pp. 335-343

Cumming, D., G. Fleming, A. Schwenbacher, "The Structure of Venture Capital Funds" (2007), Chapter 5 of *Handbook of Research on Venture Capital*: Edward Elgar, pp. 155-176

Schwenbacher, A., "L'Equity Gap : Un Yeti Financier ?" (2008), *L'Expansion Entrepreneuriat* 1, pp. 35-43

Schwenbacher, A., "Innovation and Venture Capital Exits" (2008), *Economic Journal* 118 (533), pp. 1888-1916

Cumming, D., G. Fleming, A. Schwenbacher, "Financial Intermediaries, Ownership Structure and Monitored Finance: Evidence from Japan" (2008), *Small Business Economics* 31 (1), pp. 59-92.

Schwenbacher, A., "Venture Capital Investment Practices in Europe and in the United States" (2008), *Financial Markets and Portfolio Management* 22 (3), pp. 195-217.

de Harlez, Y., Ch. Van Wymeersch, A. Schwenbacher, "Le financement par capital-risque des entreprises innovantes en Wallonie," with Ch. Van Wymeersch and Y. de Harlez (2007), Research report for the Union Wallonne des Entreprises

Schwenbacher, A., "Capital-risque en Wallonie: l'offre est-elle suffisante et bien ciblée ?" (2008), *Finance Management* 16, pp. 30-33

Cumming, D., G. Fleming, A. Schwenbacher, "Corporate Relocation in Venture Capital Finance," with D. Cumming and G. Fleming (2009), *Entrepreneurship Theory and Practice*. *Forthcoming*

de Harlez, Y., Ch. Van Wymeersch, A. Schwenbacher, "Le marché du capital-risque en Wallonie : une nouvelle initiative est-elle nécessaire ?" (2009), *Revue Bancaire et Financière* 2009/4. *Forthcoming*.

Schwenbacher, A., "Venture Capital Exits" (2009), Chapter of *Companion to Venture Capital* (Robert W. Kolb Companion to Finance Series): Wiley/Blackwell (Ed. D. Cumming). *Forthcoming*

Hege, U., F. Palomino, A. Schwenbacher, "Venture Capital Performance: The Disparity between Europe and the United States" (2009), *Revue Finance* 30 (1). *Forthcoming*.

Schwenbacher, A., "Style Drift in Private Equity," with D. Cumming and G. Fleming (2009), *Journal of Business Finance and Accounting* 36(5-6). *Forthcoming*.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- University of Amsterdam Business School (The Netherlands)
- Schulich School of Business, York University (Canada)
- HEC Paris (France)
- National University of Singapore (Singapore)
- Union Wallonne des Entreprises
- PricewaterhouseCoopers Luxembourg

KEY WORDS FOR R&D

Venture capital
Entrepreneurial finance
Investment funds
Private equity
Leveraged buyout

SENIOR SCIENTISTS

Pierre GIOT
pierre.giot@fundp.ac.be Tel. 32 (0) 81 72 48 87

Armin SCHWIENBACHER
armin.schwiebacher@uclouvain.be Tel. 32 (0) 10 47 84 40

Charles VAN WYMEERSCH
charles.vanwymeersch@fundp.ac.be Tel. 32 (0) 81 72 48 79

WEB SITE

- www.lsm.be/cesam/

Internal Auditing and Corporate Governance

SENIOR SCIENTIST

- Gerrit SARENS

RESEARCH FIELD AND SUBJECTS

This research project deals with the role of internal auditing in corporate governance, both from a national and international perspective. First, the role of internal auditing in risk management, internal control and governance is investigated. Second, this project studies the interactions between the internal audit function and other parties such as the audit committee, senior managers and external auditors. Third, the use and compliance with the internal auditing standards is studied. Fourth, the impact of economic and cultural variables on the development of the profession is studied. Fifth, implications for internal auditing education are derived. Finally, the role and status of internal auditing in the public sector (compared to the private sector) is explored. This research project combines both qualitative (case studies) and quantitative research methodologies (databases and surveys).

SERVICES & CONSULTANCY

- Benchmarking for internal auditors worldwide.
- Input for internal auditing education.
- Policy implications with respect to the role of internal auditing in corporate governance.

REPRESENTATIVE PUBLICATIONS

SARENS, G., ALLEGRINI, M., D'ONZA, G. and MELVILLE, R. (2009), "Internal auditing in Europe: an analysis of the association between internal auditing practices and the maturity of the internal audit function", *Managerial Auditing Journal*. Forthcoming.

BURNABY, P., ABDOLMOHAMMADI, M.J., HASS, S., SARENS, G. and ALLEGRINI M. (2009), "Usage of internal auditing standards by companies in the United States and selected European countries", *Managerial Auditing Journal*, vol. 24, n° 9, Forthcoming.

SARENS, G., DE BEELDE, I. and EVERAERT, P. (2009), "Internal audit: the expert in providing comfort to the audit committee – the case of risk management and internal control", *British Accounting Review*, vol. 41, n° 2, pp. 90-106.

CHRISTOPHER, J., SARENS, G. and LEUNG, P. (2009), « A critical analysis of the independence of the internal audit function: evidence from Australia », *Accounting, Auditing & Accountability Journal*, vol. 22, n° 2, pp. 220-220.

SARENS, G. (2009), « Editorial note – Internal auditing research: where are we going? », *International Journal of Auditing*, vol. 13, n°1, pp. 1-7.

ALLEGRINI, M., D'ONZA, G., MELVILLE, R., PAAPE, L. and SARENS, G. (2008), « Common Body of Knowledge in Internal Auditing: A State of the Art in Europe, European », Confederation of Institutes of Internal Auditing, ISBN 978 3 503 11036 0, 141 pages.

VAN GILS, D., SARENS, G., DE VISSCHER, C. and SPANHOVE, J. (2008), « La régulation des activités d'audit interne dans les différentes autorités publiques belges », *Pyramides*, Vol. 15, November.

VANGANSBEKE, E., EVERAERT, P., SARENS, G. and DE BEELDE, I. (2008) « Audit committees in listed companies: an international comparison of composition and meetings », *Corporate Ownership & Control*, vol. 5, n° 3, pp. 75-85.

SARENS, G. and DE BEELDE, I. (2006) « Internal auditors' perception about their role in risk management: Comparison between Belgian and US companies », *Managerial Auditing Journal*, vol. 21, n° 1, pp. 63-80.

ALLEGRINI, M., D'ONZA, G.; MELVILLE, R., PAAPE, L. and SARENS, G., (2006) « The internal audit profession in Europe: a literature review », *Managerial Auditing Journal*, vol. 21, n° 8, pp.845-853.

SARENS, G. and DE BEELDE, I. (2006), « Building a research model for internal auditing: insights from literature and theory specification cases », *International Journal of Accounting, Auditing and Performance Evaluation*, vol. 3, n° 4, pp. 452-470.

SARENS, G. and DE BEELDE, I. (2006) « The relationship between internal audit and senior management: an analysis of expectations and perceptions », *International Journal of Auditing*, vol. 10, n° 3, pp. 219-241.

AWARDS

- Best paper price on the Fourth European Academic Conference on Internal Audit and Corporate Governance, London, April 2006.
- Best paper price on the Bi-Annual Conference of the South-African Accounting Association, Johannesburg, 2008.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Bentley University (US)
- Curtin University of Technology (Australia)
- Manchester Business School (UK)
- University of Pisa (Italy)
- Cass Business School – City University London (UK)
- Katholieke Universiteit Leuven (Belgium)

KEY WORDS FOR R&D

Internal auditing
Corporate governance
Risk management
Internal control

SENIOR SCIENTIST

Gerrit SARENS
gerrit.sarens@uclouvain.be Tel. 32 (0) 10 47 84 41

WEB SITES

- www.lsm.be/cesam/
- www.lsm.be/spip.php?article73

International finance

SENIOR SCIENTISTS

- Christelle LECOURT
- Jean-Yves GNABO

RESEARCH FIELD AND SUBJECTS

The globalization of financial systems in industrial and emerging market economies poses ongoing challenges to central banks. Our research concentrates on international finance in general and central banking in particular. More precisely, we analyze the determinants of central bank policies, with a special focus on those conducted in the foreign exchange market. Furthermore, the effectiveness of these policies is gauged. Both industrialized economies and emerging market countries are covered.

SERVICES & CONSULTANCY

- Central banks
- International Institutions

REPRESENTATIVE PUBLICATIONS

C. LECOURT, J.Y. GNABO, Michel BEINE and Oscar BERNAL 2008. *Intervention Policy of the BoJ: A Unified Approach*. Journal of Banking and Finance.

C. LECOURT, J.Y. GNABO and S. LAURENT (2007), *Does Transparency in Central Bank Intervention Policy Bring Noise to the Market? The Case of the Bank of Japan*. Journal of International Financial Markets, Institutions & Money.

J.Y. GNABO and J. TEILETCHE (2007), *Foreign-Exchange Intervention Strategies and Market Expectations: Insights from Japan*. Journal of International Financial Markets, Institutions & Money.

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C. LECOURT, J.Y. GNABO (2007) *How Transparent is the Intervention Exchange Rate Policy of the Bank of Japan?* Economie Internationale.

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PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- OECD
- University of Luxemburg
- University Paris X-Nanterre
- University of Maastricht
- University of Leuven

KEY WORDS FOR R&D

Central bank intervention
Communication policy
Monetary policy
Sovereign Wealth Funds

SENIOR SCIENTISTS

Jean-Yves GNABO	
Jean-yves.gnabo@fundp.ac.be	Tel. 32 (0)81 72 49 02
Christelle LECOURT	
Christelle.lecourt@fundp.ac.be	Tel. 32 (0)81 72 53 02

WEB SITE

- www.lsm.be/cesam/

Monetary union and interdependencies between the Member states: the Euro zone case

SENIOR SCIENTIST

- Natacha (Nathalie) Gilson

RESEARCH FIELD AND SUBJECTS

The stability of the Euro zone and the attractiveness of assets in the Euro zone partly hinge on macroeconomic conditions.

Therefore it is important to examine the similarities/dissimilarities between European member states and the impacts of monetary and fiscal policies in the Euro zone. This research focuses on this topic. More specifically, it analyses the attractiveness of the Euro, the homogeneity/heterogeneity of shocks hitting the European member states as well as reasons for their divergences and challenges caused by their possible differences.

SERVICES & CONSULTANCY

- Occasional trainings (lectures on economics) for civil servants from the Belgian Treasury (2003, 2004, 2006)
- Fundação para a Ciência e a Tecnologia (Portugal), selection of research projects in economics and management, November 2004
- Occasional columnist in "La Libre, chronique-Université"
- Belgian Federal Planning Bureau
- OFCE (Paris)
- University « Pierre Mendès France », Grenoble

REPRESENTATIVE PUBLICATIONS

N. GILSON *Politiques budgétaires et politique monétaire: «pare-chocs» efficaces en union monétaire?*, CIFOP, Charleroi, 2005

N. GILSON *How to be well shod to absorb shocks? Shock synchronization and joining the Euro zone*, Ces-Ifo working paper n°1878, 2006

N. GILSON *Are there large asymmetric disturbances between Euro Zone member countries and other EU countries?*, International Journal of Economic, 2006

Gilson N., 2008, « About the future of EMU », in Development and International Economics, eds. Presses universitaires de Louvain (editor: A. Nyembwe M.), Belgium

KEY WORDS FOR R&D

Euro zone
Shocks
Optimal currency area
Monetary policy
Fiscal policy

SENIOR SCIENTIST

Natacha GILSON
gilson@fucam.ac.be

Tel. 00 32 65 32 33 07

WEB SITES

- www.lsm.be/cesam/
- www.fucam.ac.be/research
- www.fucam.ac.be/gilson

Taxation of Corporate and Capital Income in Europe

SENIOR SCIENTIST

- Marcel GERARD

RESEARCH FIELD AND SUBJECTS

That research studies the taxation of companies and capital income in Europe. Regarding the taxation of companies, the focus is on the taxation of multinational companies operating in various member states of the European Union. In that respect we built on models of tax competition and investigate possibilities of tax cooperation. Especially we study the pros and cons of the so called CCCTB project, an acronym for Common Corporate Consolidated Tax Base, including the feasibility of its adoption by a sole subset of member states in the framework of an Enhanced Cooperation Agreement. We also conduct empirical – econometric – studies related to the interactions between jurisdictions as to the determination of tax rates and work on the measurement of effective tax rates.

Regarding the taxation of capital income, the focus is also on tax competition and coordination; especially we analyze the EU saving directive and possible alternatives to that way of taxing capital income, including reforms inspired by the Dutch, Nordic and US systems.

SERVICES & CONSULTANCY

- Occasional consultancy for the EU Commission (Taxud) and the OCDE

REPRESENTATIVE PUBLICATIONS

M. GERARD and M. - F. GILLARD, "Taxation, Financial intermodality and the least taxed path for circulating income within a multinational enterprise", *Annales d'Economie et de Statistique*, 75-76, pp. 89-107, 2004.

M. GERARD and F. RUIZ, "Marginal, Average and Related Effective Tax Rate Concepts", in : V. Kanninen and S. Kari (eds), *Taxation, Economic Policy and the Economy*, University of Tampere, Tampere, pp. 17-39, 2005.

M. GERARD, "The US Qualified Intermediaries and some EU Tax Innovations: Stones to build up a New System of International Savings Taxation", *Proceedings of the 97th (2004) Conference of the National Tax Association*, pp. 215-220, 2005.

M. GERARD, "The Challenge of Taxing Multijurisdictional Companies in Europe", *Tax Notes Int'l*, 40 (13), December 26, pp. 1169-1173, 2005.

M. GERARD, "Belgium moves to Dual Allowance for Corporate Equity", *European Taxation*, 4 (April), pp. 156-162, 2006.

M. GERARD et J. MARTENS WEINER, "Comment la compensation internationale des pertes et la répartition proportionnelle des revenus imposables peuvent affecter les choix des multinationales et la concurrence fiscale", *Économie et Prévision*, n° 173, pp. 65-77, 2006.

M. GERARD, "Reforming the taxation of multijurisdictional enterprises in Europe: a tentative appraisal", *European Economy*, Economic Papers of the DG Economy and Finance, EU Commission, 265, 47p, 2006.

M. GERARD, "Stratégies des Multinationales et Recettes Publiques sous des systèmes fiscaux alternatifs", *Economie Publique – Public Economics*, 18-19 (2006/1-2), pp. 177-209, 2007.

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RUIZ, F. and M. GERARD, "Summary, Description, and Extensions of the Capital Income Effective Tax Rate Literature", in C. Read and G. Gregoriou, éd., *International Taxation Handbook*, North Holland, chapter 2, 2007.

PRINCEN, S. and M. GERARD, "International Tax Consolidation in the European Union: Evidence of Heterogeneity", *European Taxation*, 48(4), pp. 174-195, 2008

M. GERARD, « Don't run after Bankers' Imaginations – An economist's Reflections on Potential Regimes for Capital Income Taxation », *Bulletin for International Taxation*, forthcoming, 2009.

KEY WORDS FOR R&D

International Taxation
Multinationals
Capital Income Taxation
Tax competition
Tax Coordination
Common Corporate Consolidated Tax Base
European Union
Savings Directive

SENIOR SCIENTIST

Marcel GERARD
marcel.gerard@fucam.ac.be

Tel. 32 (0) 65 32 33 37

WEB SITE

- www.lsm.be/cesam/

Economics and Management of Higher Education and Research

SENIOR SCIENTISTS

- Marcel GERARD
- Natacha GILSON

RESEARCH FIELD AND SUBJECTS

That research is dedicated to the economics and management of Higher Education and Research and it is conducted in the framework of an IAP Research Program of the Belgian Federal Ministry of Scientific Policy associating Fucam and a series of other universities in Belgium and abroad.

Within that program, we focus on the financing and impact of the mobility of students and researchers; we raise questions like: which level of power is the most efficient to finance mobility of students and researchers? If the member states are the best level of power for financing higher education, is it up to the country hosting the students or the one they come from to finance their studies? Is there room for a simultaneous financing of higher and education or research by the EU level and the member states? Our investigation includes issues like the contingent loans and the Bhagwati tax.

Notice that other FUCaM senior scientists are also involved into that IAP Program, including sociologist Jean-Emile Charlier, expert in education Bernadette Noël and specialists in statistics and operation research Nadine Meskens and Fouad Riane.

SERVICES & CONSULTANCY

- Occasional consultancy for the European Investment Bank

REPRESENTATIVE PUBLICATIONS

M. GERARD, "Enseignement supérieur et mobilité, l'interpellation du passager clandestin", in M. Gérard et V. Vandenberghe, eds., "L'enseignement supérieur après Bologne", *Reflets et Perspectives de la vie économique*, 45(2), pp. 83-89, 2006.

M. GERARD, "Le financement des études supérieures transfrontalières", *Revue d'Economie Politique*, 116(6), pp. 789-796, 2006, reproduit dans *Problèmes économiques*, N° 2.920 du 28 mars 2007.

M. GERARD, "Financing Bologna: which country will pay for foreign students?", *Education Economics*, 15(4), pp. 441 – 454, 2007.

M. GERARD et V. VANDENBERGHE, « Mobilité étudiante en Europe : une idée qui mérite mieux que des quotas », *Regards Economiques*, 54, Septembre, 2007.

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M. GERARD, "Higher Education, Mobility and the Subsidiarity Principle", in G. Gelauff, I. Grilo and A. Lejour, eds, *Subsidiarity and Economic Reform in Europe*, Springer, pp. 97-112 (chapter 6), 2008.

M. GERARD, "Financing Bologna, the Internationally Mobile Students in European Higher Education" *CESifo*, Munich, WP 2391, 33pp, 2008.

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M. GERARD and C. CHEVALIER, « La mobilité étudiante est-elle facteur de croissance », *18^{ème} Congrès des économistes belges de langue française, Commission « Croissance et Education »*, November 2009, forthcoming.

KEY WORDS FOR R&D

Higher Education
Research
Mobility
European Union
Contingent loans
Bhagwati tax

SENIOR SCIENTISTS

Marcel GERARD	
marcel.gerard@fucam.ac.be	Tel. 32 (0) 65 32 33 37
Natacha GILSON	
Natacha.gilson@fucam.ac.be	Tel. 32 (0) 65 32 33 07

WEB SITE

- www.lsm.be/cesam/

Analysis of public policies intended to improve regional or country attractiveness for capital in a context of competition

SENIOR SCIENTIST

- Marcel GERARD

RESEARCH FIELD AND SUBJECTS

In the last years, the opening of markets and the development of technology continued to increase the mobility of companies and investments worldwide. In this context, the public policies intended to attract capital, which are taken without a careful analysis of the possible reactions of rival States, can become quickly ineffective and surpassed by the reality.

Indeed, States (countries or regions) have a permanent choice between competition and negotiation (or cooperation) on various economic subjects. They have numerous instruments which they can implement to increase the visibility of their territory, as well as to attract mobile companies which look for new opportunities. We find in particular among those instruments the adaptations of fiscal systems and the limitations on the modalities of installation for foreign companies.

This research project aims at analyzing those public policies intended to improve regional or country attractiveness for capital. On the one hand, we adopt an empirical approach to analyze strategic interactions on capital taxation at world level. On the other hand, we propose a study on the comparative advantages of foreign investments in the form of FDI and joint ventures with local companies.

REPRESENTATIVE PUBLICATIONS

M. Gérard and F. Ruiz. Marginal, average and related effective tax rate concepts. In *Taxation, Economic Policy and the Economy*, edited by V. Kanninen and S. Kari. University of Tampere, 2005.

M. Gérard and F. Ruiz. Interjurisdictional competition for

higher education and firms. CESifo Working Paper, N° 1719, May 2006.

F. Ruiz. Convergence de l'impôt sur les sociétés dans l'Union Européenne. *Economie et Prévision*, 173, 2006/2.

F. Ruiz and M. Gérard. Summary, description and extensions of the capital income effective tax rate literature. In *International Taxation Handbook*, edited by G. Gregoriou and C. Read, Elsevier, 2007.

KEY WORDS FOR R&D

Tax competition
Public economics

SENIOR SCIENTIST

Marcel GERARD
marcel.gerard@fucam.ac.be

Tel. 32 (0) 65 32 33 37

WEB SITE

- www.lsm.be/cesam

www.lsm.be/crecis/

CRECIS
Center for Research
in Entrepreneurial
Change and
Innovative Strategies

Innovative strategies and intellectual property rights management

SENIOR SCIENTIST

- Régis COEURDEROY

RESEARCH FIELD AND SUBJECTS

In a knowledge-based economy, innovative companies create competitive advantages from intellectual assets. If these are powerful sources of market leadership, they also raise specific managerial issues concerning their property rights: issues of valuation, issues of appropriation and issues of implementation. IPRs issues are no more limited to the office of lawyers but are a concern for the management of the company on a whole.

We precisely address the governance of property rights in strategic alliances and other forms of cooperation. So far, we have focused our attention on technology licensing agreements and on technology transfers. We also explore the dynamics of IPRs management in large-scale organizational networks.

SERVICES & CONSULTANCY

- Consultancy in technology transfers and network diffusion

REPRESENTATIVE PUBLICATIONS

COEURDEROY, R. (2004) « Management stratégique et structure financière des entreprises : la question clef de l'innovation dans la décision d'ouverture en bourse du capital ». *Gestion2000*, vol. 21, n° 4, p. 75-86.

BESSY, C., BROUSSEAU, E., CHASERANT, C., COEURDEROY, R. (2005) « The Diversity of Technology Licensing Agreements And Their Causes », *LESI News Licensing Executives Society International*, Vol. 40, n° 6.

BROUSSEAU, E., COEURDEROY, R. (2005) « Combining Institutional and Contractual Mechanisms to Control Transactional Hazards Related to Transfers of Technology: an Empirical Analysis of Supervision Provisions in Technology Licensing Agreements », *International Journal of the Economics of Business*, vol. 11, n° 3, p. 425–446.

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COEURDEROY R. (2007) *L'économie des organisations*, Paris, Vuibert, 187 p.

COEURDEROY, R., DUPLAT, V. (2007) « Technology Strategic Alliances and the Institutional Foundation of Networks », EMNet 2007, *Economics and Management of Networks*, Rotterdam.

PARTNERSHIP & SCIENTIFIC COLLABORATION

- EconomiX
- Paris Nanterre

KEY WORDS FOR R&D

Property rights
Licensing
Networks

SENIOR SCIENTIST

Régis COEURDEROY

regis.coeurderoy@uclouvain.be Tel. 32 (0) 10 47 84 28

WEB SITE

- www.lsm.be/crecis/

Entrepreneurship

SENIOR SCIENTISTS

- Régis COEURDEROY
- Benoît GAILLY
- Frank JANSSEN

RESEARCH FIELD AND SUBJECTS

Our research in the field of entrepreneurship corresponds to four main themes.

Our first research theme is about firm growth and concentrates on three particular sub-themes: managerial, firm-related, strategic and environmental growth determinants; analysis of growth paths; firms' performance and growth measures.

Our second theme concentrates on support mechanisms to promote entrepreneurship. What is the actual effectiveness and efficiency of popular approaches such as entrepreneurship education programmes, business plan competitions, corporate venture capital units, incubators, new business development units, clusters/platforms, etc.? How to evaluate the business and societal impact of those mechanisms? Are other/new approaches better suited?

Our third research theme covers social entrepreneurship. It focuses on the differences between new ventures created on the basis of push or pull motivations, on firm creation by workless people and, more broadly, on the specificities of social entrepreneurship. Although our research has an international perspective, its aim is also to meet national and/or regional problems.

Our fourth theme is international entrepreneurship and, especially, the mode of entry on international markets.

SERVICES & CONSULTANCY

- Conferences and consulting missions for SMEs, large corporations and public organizations.

REPRESENTATIVE PUBLICATIONS

COEURDEROY, R., DURAND, R. (2004) « Linking Together First Mover advantage and Generic Strategies », *European Business Forum*, n° 13, pp. 57-61.

COEURDEROY, R., DURAND, R. (2004) « Leveraging the advantage of early entry: proprietary technologies versus cost leadership », *Journal of Business Research*, vol. 57, pp. 583-590.

CRIJNS, H., DE CLERCQ, D., JANSSEN, F., PIRNAY, F., SURLEMONT, B. (Eds.) (2004) *Entrepreneuriat : Etudes de cas*, Intersentia, Antwerp – Oxford.

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JANSSEN, F., EECKHOUT, V. (2005) « L'interdisciplinarité dans les programmes universitaires de formation à l'entrepreneuriat: le cas de l'Université catholique de Louvain », in SCHMITT, C. (Ed.), *Université et entrepreneuriat: une relation en quête de sens*, Paris, L'Harmattan, pp. 219-249.

GAILLY, B. (2006) « Can you teach entrepreneurs to write their business plan? An empirical evaluation of business plan competitions », in FAYOLLE, A., KLANDT, H., *International Entrepreneurship Education: Issues and Newness*, Cheltenham, Edward Elgar, chap. 1, pp. 133-154.

FAYOLLE, A., GAILLY, B., et al. (2006). « Assessing the impact of entrepreneurship education programmes: a new methodology », *Journal of European Industrial Training*, vol. 30, n° 9, pp. 701-720.

FAYOLLE, A., GAILLY, B., et al. (2006). « Effect and Counter-effect of Entrepreneurship Education and Social Context on Student's Intentions/Efectos de la formación y el contexto social sobre las intenciones empresariales de los estudiantes. » *Estudios de Economía Aplicada*, vol. 2, pp. 509-523.

GAILLY, B. (2004) « Les concours de plan d'affaires comme prédicteurs de réussite entrepreneuriale. », *Gestion 2000*, vol. 22, n° 5, pp. 25-37.

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JANSSEN, F. (2006), « Do managers' characteristics influence the workforce growth of SMEs? », *Journal of Small Business and Entrepreneurship*, vol. 19, n° 3, pp. 293-315.

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FAYOLLE, A., GAILLY, B., et al. (2007). « Towards A New Methodology to Assess Entrepreneurship Teaching Programmes », in FAYOLLE, A., *Handbook of research in entrepreneurship education*, Cheltenham, Edward Elgar, vol. 1, pp. 187-197.

JANSSEN, F., EECKHOUT, V., GAILLY, B. (2007). « Interdisciplinary Approaches in entrepreneurship education programmes », in FAYOLLE, A., *Handbook of research in entrepreneurship education*, Cheltenham, Edward Elgar, vol. 2, pp; 148-165.

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JANSSEN, F., EECKHOUT, V., GAILLY, B., BACQ, S. (2009) « Interdisciplinarity in cross-campus entrepreneurship education », in West III, G. P., Gatewood, E.J. and Shaver, K. G. (Ed.), *Handbook of University-wide Entrepreneurship Education*, Edward Elgar, Cheltenham, *Forthcoming*.

JANSSEN, F., JACQUEMIN, A. (2009), « Small business et job machine », *L'Expansion Entrepreneuriat*, *Forthcoming*.

JANSSEN, F., JACQUEMIN, A. (2009), « Cultiver les projets de la seconde chance », *L'Expansion Entrepreneuriat*, *Forthcoming*.

KEY WORDS FOR R&D

Entrepreneurship
Growth
Education
Support systems
Social entrepreneurship
Entry modes

SENIOR SCIENTISTS

Régis COEURDEROY
regis.coeurderoy@uclouvain.be Tel. 32 (0) 10 47 84 28

Benoît GAILLY
benoit.gailly@uclouvain.be Tel. 32 (0) 10 47 84 20

Frank JANSSEN
frank.janssen@uclouvain.be Tel. 32 (0) 10 47 84 28

PARTNERSHIP & SCIENTIFIC COLLABORATION

- EM Lyon
- Appalachian State University (USA)
- Université de Nancy

Managing organizational innovation and change processes

SENIOR SCIENTISTS

- Régis COEURDEROY
- Alain VAS

RESEARCH FIELD AND SUBJECTS

Most large companies today evolve in fast-moving environments. Business models need to be continuously challenged and transformed: organisational innovation and change processes are now key drivers of competitive advantages. This implies to improve both academic knowledge and managerial practices in this field. Indeed, we develop research by focusing on theoretical foundations of corporate transformations and innovative networks. We also develop studies on the speed of strategic change deployment within organisations. Our research is academic but also explicitly oriented towards managers in action.

SERVICES & CONSULTANCY

- Consultancy in organisational strategy (business and corporate) and in change management
- Executive education

REPRESENTATIVE PUBLICATIONS

COEURDEROY R. (2007) *L'économie des organisations*, Paris, Vuibert, 187 p.

COEURDEROY R., DUPLAT V. (2007) « Technology Strategic Alliances and the Institutional Foundation of Networks », *EMNet 2007, Economics and Management of Networks*, Rotterdam.

VAS, A. (2007) *Exploring the speed of strategic change propagation*, Academy of Management, Philadelphia.

VAS, A. (2006) « Les attributs du changement comme facteur de résistance : une approche diachronique », *Conférence Internationale de l'Association Internationale de Management Stratégique*, Annecy, France.

VAS, A. (2005) « Dossier spécial : le changement stratégique dans tous ses états », *Gestion 2000*, vol. 22, n°5, pp. 19-26.

VAS, A. (2005) « La vitesse de propagation du changement au sein des grandes organisation », *Revue Française de Gestion*, vol. 31, n° 155, pp. 135-151.

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VAS, A., INGHAM, M. (2004) « Organizational change : Open your eyes and use a wide angle lens », *European Business Forum*, vol. 16, pp. 60-64.

AWARDS

VAS, A., Laureate second prize of the « Best Dissertation Award », Association Internationale de Management Stratégique (AIMS-FNEGE), 2003.

VAS, A., Best Paper Competition Finalist, Booz Allen-Hamilton Fellowship, at the 20th Strategic Management Society Conference, Vancouver, October, 2000.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- HEC Montréal, CETO
- ERASMUS UNIVERSITY, Strategic Renewal Center, Rotterdam
- CENTIVE, Cass Business School, London.

KEY WORDS FOR R&D

Organisational innovation
Change
Process

SENIOR SCIENTISTS

Régis COEURDEROY
regis.coeurderoy@uclouvain.be Tel. 32 (0) 10 47 84 28

Alain VAS
alain.vas@uclouvain.be Tel. 32 (0) 10 47 84 23

WEB SITE

- www.lsm.be/crecis/

Social dialogue and collective bargaining

SENIOR SCIENTISTS

- Evelyne LEONARD
- Pierre REMAN
- Pierre-Paul VAN GEHUCHTEN

RESEARCH FIELD AND SUBJECTS

Researchers in law, economics and industrial relations join their efforts to conduct multi-disciplinary projects on social dialogue and collective bargaining.

Current issues cover the developments in the Belgian system of industrial relations, industrial relations and social security, economic and social change and collective bargaining, new forms of governance and industrial relations, European integration and national industrial relations.

SERVICES & CONSULTANCY

Applied research for national and European agencies: Belgian federal institutions, European Commission, European Foundation for the Improvement of Living and Working Conditions, Cedefop, etc.

This is completed by training sessions and conferences for practitioners, such as, for instance, a training program for the Institut de Formation de l'Administration Fédérale, in Belgium.

REPRESENTATIVE PUBLICATIONS

VAN GEHUCHTEN, P.-P., DEMEZ G. (2005) « La participation des travailleurs dans la société européenne », in Centre d'études Jean Renaud, *La société européenne*, Bruxelles, Bruylant, pp. 213-255.

LEONARD, E. (2005) « Governance and concerted regulation of employment in Europe », *European Journal of Industrial Relations*, vol. 11, n° 3, pp. 307-326.

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ARCQ, E., CAPRON, M., LEONARD, E., REMAN, P. (eds.) (2009) *Dynamiques de la concertation sociale*. Bruxelles: CRISP. Forthcoming.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Numerous collaborations in joint projects with other European universities, such as
- University of Warwick
- Università degli Studi di Firenze
- University College Dublin
- Universiteit van Amsterdam
- Universités à Amsterdam, Nantes, etc.
- Université Paris 1
- Sciences-Po Paris
- In Belgium, partnerships with
- Fondation Travail Université CERISIS
- Observatoire social européen FUSL
- KUL
- ETOS.be
- Research financed by federal scientific policy, devoted to the Europeanization of social tools for the conduct of social policy.

KEY WORDS FOR R&D

Social dialogue
Labour relations
Industrial relations
Collective bargaining
Employer associations
Trade unionism

SENIOR SCIENTISTS

Evelyne LÉONARD
Evelyne.leonard@uclouvain.be Tel. 32 (0) 10 47 85 20

Pierre REMAN
Pierre.reman@uclouvain.be Tel. 32 (0) 10 47 36 84

Pierre-Paul VAN GEHUCHTEN
Pierre-Paul.Vangehuchten@uclouvain.be
Tel. 32 (0) 10 47 47 61

WEB SITES

- www.lsm.be/crecis/
- www.uclouvain.be/opes
- www.uclouvain.be/trav
-

Comparative industrial relations

SENIOR SCIENTISTS

- Evelyne LEONARD
- Armand SPINEUX

RESEARCH FIELD AND SUBJECTS

The Institut des Sciences du Travail (IST) has developed an expertise in comparative industrial relations in Europe, in the context of the European integration, and specifically of the development of the European social dialogue.

European integration impacts the national systems of industrial relations and creates increased inter-dependency between national institutions.

The research projects, conducted in the field, analyse and compare the developments in collective bargaining structures and processes, mainly at cross-industry and at sector level, in the member states of the European Community. They also analyse developments at the European level.

The expertise includes adapted methodology to collect empirical data that are comparable across the countries.

SERVICES & CONSULTANCY

IST has conducted several research projects for the European Commission, on the representativeness of trade unions and employer organisations in diverse sectors of activity, in all EU member states.

Other projects include expertise for the European Foundation for the Improvement of Living and Working Conditions, Dublin, as a national correspondent for Belgium and for comparative research projects.

IST also coordinates projects for other institutions such as the Cedefop, Thessaloniki.

REPRESENTATIVE PUBLICATIONS

More than 30 research reports on the representativeness of sector-level social partner organisations in the member states of the European Community (all available on-line : <http://www.uclouvain.be/11476.html>).

LEONARD, E., ERNE, R., MARGINSON, P., SMISMANS, S. (2007) *New structures, forms and processes of governance in European industrial relations*, Report for the European Foundation for the Improvement of Living and Working Conditions. Luxembourg: Office for Official Publications of the European Communities, 96 p.

CRESSEY, P., GOLD, M., LEONARD, E. (2007) « Whatever Happened to Social Dialogue? From partnership to managerialism », *European Journal of Industrial Relations*, vol. 13, n° 1, pp. 7-25.

LEONARD, E. (2008) "European sectoral social dialogue : An analytical framework", *European Journal of Industrial Relations*, 14 (4), 401-419. (DOI: 10.1177/0959680108097493).

POCHET, P., LEONARD, E., PERIN, E., PEETERS, A. (2009) *Dynamics of the European sectoral social dialogue*, Luxembourg: Office for Official Publications of the European Communities, <http://www.eurofound.europa.eu/publications/htmlfiles/ef0898.htm> (97 p.).

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Observatoire social européen, Brussels
- HIVA/Kuleuven
- numerous research teams in universities around Europe a.o.:
- Università degli Studi di Firenze
- Universität Trier
- London School of Economics
- Universiteit van Amsterdam
- University College Dublin
- Stockholm University, etc.

KEY WORDS FOR R&D

Social dialogue
Industrial relations
Comparative research

SENIOR SCIENTIST

Evelyne LÉONARD

Evelyne.leonard@uclouvain.be

Tel. 32 (0) 47 85 20

WEB SITES

- www.lsm.be/crecis/
- www.uclouvain.be/trav/

What is a 'fair organisation'? Principles of justice in contemporary organisations

SENIOR SCIENTISTS

- Matthieu DE NANTEUIL
- Nadine FRASELLE, Thomas PERILLEUX
- Christian ARNSPERGER, Valérie SWAEN
- Axel GOSSERIES, Jan NOTERDAEME

RESEARCH FIELD AND SUBJECTS

This field of research aims at exploring ways whereby ethical norms, generally dedicated to individuals or institutions, can be applied to modern organisations (profit and non-profit), within a context of increased Corporate Social Responsibility.

SERVICES & CONSULTANCY

The perspective is to provide students, practitioners and academics with solid reflections on ethical dilemmas that arise in contemporary organisations, as well as normative backgrounds that would enable 'fair decisions' to be taken.

REPRESENTATIVE PUBLICATIONS

DE NANTEUIL, M. (2007) « Le paradoxe de la RSE ou comment (ne pas) en sortir », *Document de la Chaire Hoover d'éthique économique et sociales*, DOCH n° 174, Université Catholique de Louvain, 32 p.

DE NANTEUIL, M., CNOP, A. (2007) « Penser la justice dans les organisations : de Weber à Walzer », *Travailler*, Revigny-sur-Ornain, Media Martin, vol ; 18, n° 2, pp. 183-202.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Chaire Hoover d'éthique économique et sociale
- Centre Entreprise-Environnement
- LISE - CNRS

KEY WORDS FOR R&D

Ethics
Justice
Profit Organisations
Non-Profit Organisations
Work organisation
Corporate Social Responsibility
Values
Norms and normative conflicts

SENIOR SCIENTIST

Matthieu DE NANTEUIL
matthieu.denanteuil@uclouvain.be Tel. 32 (0) 10 47 85 14

WEB SITE

- www.lsm.be/crecis/

Corporate governance in SMEs

SENIOR SCIENTIST

- Frank JANSSEN

RESEARCH FIELD AND SUBJECTS

The aim of this research is to identify the specificities of corporate governance within small and medium-sized businesses and family firms

SERVICES & CONSULTANCY

- Conferences and consulting missions for SMEs and public organizations.

REPRESENTATIVE PUBLICATIONS

CERRADA, K., JANSSEN, F. (2006) « De l'applicabilité, des spécificités et de l'utilité d'un code de gouvernance d'entreprise pour les PME et les TPE: le cas de la Belgique », *Revue Internationale PME*, vol. 19, n° 3-4, pp. 164-193.

PARTNERSHIP & SCIENTIFIC COLLABORATION

- Partnership with UQTR (Canada)

KEY WORDS FOR R&D

Corporate growth
SMEs

SENIOR SCIENTIST

Frank JANSSEN
frank.janssen@uclouvain.be Tel. 32 (0) 10 47 84 28

WEB SITES

- www.lsm.be/crecis/
- www.crecis.be
-

Work, political action and subjectivity – renewing global regulations in individualized societies

SENIOR SCIENTISTS

- Matthieu DE NANTEUIL
- Hervé POURTOIS, Isabelle FERRERAS
- Thomas PERILLEUX, Nadine FRASELLE
- Christian ARNSPERGER, Jean de MUNCK

RESEARCH FIELD AND SUBJECTS

This field of research aims at analysing emerging ways to regulate free-market economies, within globalization and individualized societies. It considers that the way ordinary people 'experience' social changes constitutes a possible starting point for redesigned political actions and better formatted regulations. In that perspective, civil societies and social movements are seen as central actors of a completely new political game.

SERVICES & CONSULTANCY

The intention is to reflect on new possible methodologies for political change, by underlying civil societies' and social movements' potentials, in terms of skills, ability to analyze complexity and decentralized power. It can be seen as a contribution to the wider problematic of « participative democracy ».

REPRESENTATIVE PUBLICATIONS

DE NANTEUIL, M. (2007) « L'expérience sensible. Pour une phénoménologie du travail et de l'espace public », in SER-RANO, A. (Ed.), *Travail et subjectivité*, Madrid, Universidad Complutense y Autonoma.

DE NANTEUIL, M., TASKIN, L. (2007) « La politique face au marché. Réguler la flexibilité dans une société d'individus », in Conseil de l'Europe (Ed.), *Concilier flexibilité du travail et cohésion sociale. Des idées pour l'action politique*, Presses du Conseil de l'Europe, pp. 193-216. Trad. anglaise: « Politics facing the market. Regulating labour flexibility in a society of individuals », in Council of Europe (Ed.), *Reconciling Labour Flexibility with Social Cohesion. Ideas for Political Action*, Concil of Europe Publishing, pp. 179-201.

DE NANTEUIL, M., POURTOIS, H. (2005) « L'Etat social actif: une réponse au défi de l'intégration par le travail ? », in CASSIERS, I., POCHET, P., VIELLE, P. (Eds.), *L'Etat social actif*, Bruxelles, Peter Lang, coll. Travail et société, pp. 323-350.

DE NANTEUIL, M. (2004) « Travail et subjectivité. Esquisse d'une politique de l'expérience », in GIOT J., KINABLE J. (Eds.), « Résistance au sujet, résistance du sujet », *Synthèse du colloque de Cerisy-La-Salle*, ERES.

DE NANTEUIL, M., SCHOTS, M. (2004) « Flexibilité et décisions : quelles rationalités ? », in BEAUJOLIN-BELLET, R. (Ed.), *Flexibilité et performances*, Paris, La Découverte, pp. 91-111.

DE NANTEUIL, M. (2003) « Un Héritage inachevé ? Identité au travail et espace public chez Renaud Sainsaulieu », in *Construction d'identités, construction de sociétés*, Paris, LSCI-IRESO, pp. 194-201.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- LISE – CNRS
- Centre Entreprise-Environnement, Université Catholique de Louvain.

KEY WORDS FOR R&D

Political action
Subjectivity
Public space
Social conflict
Negotiation
Individualization
Regulation
Participative democracy

SENIOR SCIENTIST

Matthieu de NANTEUIL
matthieu.denanteuil@uclouvain.be Tel. 32 (0) 10 47 85 14

WEB SITE

- www.lsm.be/crecis/

Organizational change within healthcare organizations

SENIOR SCIENTISTS

- Alain VAS
- William D'HOORE

RESEARCH FIELD AND SUBJECTS

Our research addresses the issue of change within the context of specific organisations: hospitals.

SERVICES & CONSULTANCY

- Strategy (business and corporate)
- Change Management

REPRESENTATIVE PUBLICATIONS

SCHMIT, C., D'HOORE, W., VAS, A. (2007) « Initier le changement par le haut ou par le bas au sein d'organisations complexes : étude exploratoire en milieu hospitalier », *Conférence Internationale CALASS*, Marseille.

VAS, A., SCHMIT, C. (2006) « Les facteurs clés de succès dans l'initiation des itinéraires cliniques au sein des hôpitaux wallons », *séminaire de recherche ESP*, Louvain-la-Neuve, Université Catholique de Louvain.

BYOSIERE, P., VAS, A. (2003) « Beyond the Zero Sum Game of Diffusion of Innovation : The Interaction of Social Networks and Organizational Knowledge », *19^{ième} Conférence Internationale de European Group of Organizational Studies (EGOS)*, Copenhagen, Denmark.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Ecole de Santé Publique, UCL Woluwé
- HEC Montréal, CETO
- Solimut, Mutualité Chrétienne

KEY WORDS FOR R&D

Clinical pathways
Organisational change
Hospitals
Qualitative approach
Leadership

SENIOR SCIENTISTS

Alain VAS alain.vas@uclouvain.be	Tel. 32 (0) 10 47 84 23
William D'HOORE William.dhoore@uclouvain.be	Tel. 32 (0) 27 64 39 56

WEB SITES

- www.lsm.be/crecis/
- www.crecis.be

Exploring semantic fields

SENIOR SCIENTISTS

- Jean-Marie JACQUES
- Anne WALLEMACQ
- Nathanael LAURENT

RESEARCH FIELD AND SUBJECTS

This research offers a reflection on the nature of language and modes of visualizing it, the research explore a cognitive mapping software called Evoq©. In this software we intend to reconceptualize language. Based on poststructural and phenomenological inspiration, language is not viewed as a means of communication that the speaker can completely master. Rather, it is viewed as a polysemic semantic environment in which the speaker is immersed. Isolating semantic fields make it possible to capture the way the perceived world is collectively constructed and taken for granted by an individual or a group within a language environment. By capturing enacted organizational language, we suggest that Evoq© is a powerful tool for 'deconstruction' and change on a practical level and a useful analytic tool for the field of organization studies.

REPRESENTATIVE PUBLICATIONS

Wallemacq A., Jacques J-M., Exploring semantic space, *International Studies of Management and Organization*, *International Studies of Management and Organization*, (forthcoming).

I. DE SAINT-GEORGES, J-M. JACQUES and A. WALLEMACQ (2004). Technologies of dis-involvement in crisis management: objectifying, impersonalizing and desensitizing information from the ground *in* *Organizational discourse, artefacts, archetypes and architects*, 244-246, Ed. KPMC, Ltd.

Jacques J-M., Wallemacq A., Jacques C., Laurent N., (2005), *Discourse and perception: multidisciplinary study of fields of cognitive experience*, *Psyche*, 11, 1038 – 723X.

Wallemacq A., Jacques JM., (2005) Bruyninckx V., *Dans le sillage des mots*, Eds., P.U.N.

Latiers M., Bruyninckx V., Wallemacq A., Laurent N., Jacques J-M., (2005), *Software, Springboard, Creativity*, *International Studies of Management and Organization*, 36,1, 26 – 43.

Wallemacq A., Jacques J.-M., *Spaces of Thought, Spaces for Thought*, (2006) in: Stephen Linstead and Alison Linstead (Eds), *Thinking Organization*, 39 – 61, Routledge.

KEY WORDS FOR R&D

Cognitive mapping
Semantic mapping
Crisis & emergency management
Organisation structures

SENIOR SCIENTISTS

Jean-Marie JACQUES
jean-marie.jacques@fundp.ac.be Tel. 32 (0) 81 72 48 73

Anne WALLEMACQ
anne.wallemacq@fundp.ac.be

Nathanael LAURENT
nathanael.laurent@fundp.ac.be

WEB SITES

- www.lsm.be/crecis/
- www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/recccom/page_view/presentation

Change in organization: evolution, resilience and robustness

SENIOR SCIENTISTS

- Jean-Marie JACQUES
- Nathanael LAURENT

RESEARCH FIELD AND SUBJECTS

The goal of our research is identifying the evolutionary role of resilience within the normal dynamics of organizations. The approach is essentially epistemological. Before giving resilience a practical and methodological meaning, we needed to better understand its sense in the context of observing complex systems like human organizations. Resilience engineering starts with the observation of systems and requires a reflexive model if its proper role in the observational process is to be understood. Modeling is not just a priority in explaining what resilience is or is not. Much more than that, modeling the observation of evolution in complex systems is a major part of resilience engineering starts itself. Our research is the construction of our model step by step by introducing and explaining appropriate concepts. Illustrations lend these key elements meaning. Finally, the role of resilience in this model and the consequences for resilience engineering is revisited.

REPRESENTATIVE PUBLICATIONS

Nathanaël Laurent, Jean-Marie Jacques (2008), The role of resilience in complex system management: modeling evolution for better engineering *in* Resilience Engineering, Eds. Erik Hollnagel, François Pieri, Eric Rigaud, Presse de l'Ecole de Mines, 139 – 149.

Jacques, Laurent (2008), Evolution of complex systems before, during and after crisis *In* Natural hazards and risk reduction in Europe: From Science to Practice. Editors: J. Schanze, N. Bischof, H. Modarelli, J.M. Jacques, G. Eftichidis. Publishers: Springer, *réf* ?

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- CRC – Centre de Recherche sur les Risques et les Crises – Mines ParisTech – Sophia Antipolis
- IRIT – Université Paul Sabatier (Toulouse)

KEY WORDS FOR R&D

Crisis management
Change management
Resilience
Robustness
Organisation structures

SENIOR SCIENTISTS

Jean-Marie JACQUES
jean-marie.jacques@fundp.ac.be Tel. 32 (0) 81 72 48 73

Nathanael LAURENT
nathanael.laurent@fundp.ac.be

WEB SITES

- www.lsm.be/crecis/
- www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/recccom/page_view/presentation

Coordination in emergency situations: Structures – Interactions - Sensemaking

SENIOR SCIENTIST

- Jean-Marie JACQUES

RESEARCH FIELD AND SUBJECTS

The project analyses coordination in emergency situations - focusing on crisis exercises and simulation. The methodology used is a qualitative one we developed for emergency exercises analysis. The collaborative methodology involves a team of specialized observers. Each of them collects video data in one of the different "sites" involved (e.g. field, the crisis center(s), expert cells,...) or on one crisis management activity. Using a situated approach, the methodology gives us the opportunity to better understand the individual and organizational dynamics of crisis management organisations. In comparison with "a posteriori" methodologies used in accident investigation, our approach gives access to the complexity and granularity of interactions.

To analyze data we use a conceptual framework involving three dimensions (adapted from Jacques, Lobet & Rousseau, 2004): Structures – Interactions – Sensemaking. People act in structures (of different types: organizational, spatial, temporal, etc.) which constraint their interactions and their sensemaking dynamics. By interacting people also contribute to modify the structures, in objective terms, but also in term of sensemaking. The three dimensions are interrelated dynamically. Our project identifies coordination at these three levels.

SERVICES & CONSULTANCY

- Action-Research
- EU
- SPF Interieur - Centre de crise Federal

REPRESENTATIVE PUBLICATIONS

Jacques J-M., Gatot L., Wallemacq A., (2007) A Cognitive Approach to Crisis Management in Organizations, in Roux - Duffort, Pearson, Clair, Handbook of crises management, Sage Publications, 161-192.

M. LATIERS and J-M JACQUES (2007) *Le travail d'articulation à distance en situation d'urgence : Perspective située*, XVI Conférence Internationale de Management Stratégique (AIMS), Montréal, June 7-9.

M. LATIERS and J-M JACQUES (2007) Investigating Emergency and Crisis Management Exercises: Methodology for Understanding the Different Safety Dimensions, (forthcoming) in *International Journal for Emergency Management*.

J-L WYBO, J-M JACQUES, and M. POUMADÈRE (2006). *Using simulation of accidents to assess resilience capacities of organizations.*, in Hollnagel E. & Rigaud E. Eds, Resilience engineering, Les presses de l' Ecole Polytechnique de Montréal.

J-L WYBO and M. LATIERS (2006). Exploring complex emergency situations' dynamic: theoretical, epistemological and methodological proposals, *International Journal for Emergency Management*, 3 : 1, 40-51.

I. DE SAINT-GEORGES, J-M. JACQUES and A. WALLEMACQ (2004). Technologies of dis-involvement in crisis management: objectifying, impersonalizing and desensitizing information from the ground in Organizational discourse, artefacts, archetypes and architects, 244-246, Ed. KPMC, Ltd.

J-M. JACQUES, C. LOBET and A. ROUSSEAU (2004). La modernisation de l'hôpital : kaléidoscopie du changement, Presses Universitaires de Namur.

Bertels K., Jacques JM., Boman M. (2004), Risk and crises management in complex systems, Chapter 15, in Liljenström H. and Svedin U., Eds Micro-Meso-Macro : Addressing Complex System Couplings, 267-278, World Scientific

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- CRC – Centre de Recherche sur les Risques et les Crises – Mines ParisTech – Sophia Antipolis
- IRIT, Université Paul Sabatier (Toulouse)

KEY WORDS FOR R&D

Crisis & emergency management
Organisation structures
Coordination
Observation methods
Cognition

SENIOR SCIENTIST

Jean-Marie JACQUES
jean-marie.jacques@fundp.ac.be Tel. 32 (0) 81 72 48 73

WEB SITES

- www.lsm.be/crecis/
- www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/recccom/page_view/presentation

Archetypic systemic in organization: psychogenesis of organizational culture

SENIOR SCIENTIST

- Jean-Marie JACQUES

RESEARCH FIELD AND SUBJECTS

Referring to the last 30 years literature, we can notice a consensus aiming to define the organizational culture as the expression of set of significations, symbols, assumptions, comprehensions and functioning modes, values, knowledge and conventions shared and held by the members of the organization and existing also outside the scope of consciousness. These unconscious aspects of the organizational culture could be the root of its most obvious aspects on the conscious level.

Unconscious elements are considered by some authors as constituting the very essence of the culture. Reaching out to them, could get the organization to increase its potential for adaptation and reduce its inertia to change. Indeed, despite its positive effects on the organization, e.g. on productivity, identified by most authors interested in organizational culture, it can also be the origin of dysfunctions endangering the survival of the organization.

The purpose of our research is at that unconscious level of the organizational culture and could be the following question: how could one represent the basis of an organizational culture and thus better understand the differential between the cultural image that the organization made of itself and its essence?

We answer that question at the outset of the theory of analytical psychology of Carl Gustav Jung and of his concepts of archetypes. We highlight how the values shared by the members of an organization emerge from a systemic of the collective unconscious that each individual participated in. We show the benefit of such a perspective in the study of the organizational culture scope of organizational theory.

SERVICES & CONSULTANCY

- Action-Research in Belgian public institutions

REPRESENTATIVE PUBLICATIONS

S. LUC and J-M JACQUES, (2007), Le système archétypique au sein des organisations: psychogenèse de la culture organisationnelle. Le cas d'un orchestre de jazz, CRECIS Working Paper , 18.

S. LUC and J-M JACQUES, *Archetypic systemic in organizations. Psychogenesis of organizational culture. The case of a jazz orchestra, forthcoming*

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Sup de Co – Montpellier Business School
- Université Laval, Québec (CA)

KEY WORDS FOR R&D

Analytical Psychology
Psychoanalysis
Organizational Culture

SENIOR SCIENTIST

Jean-Marie JACQUES

jean-marie.jacques@fundp.ac.be Tel. 32 (0) 81 72 48 73

WEB SITES

- www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/recccom/page_view/presentation
- www.lsm.be/crecis/

Management of Sport Organizations

SENIOR SCIENTIST

- Thierry ZINTZ

RESEARCH FIELD AND SUBJECTS

The management of not-for-profit sport organizations currently undergoes tremendous changes due to the evolution of their environment.

The Olympic Chair Henri de Baillet Latour & Jacques Rogge in Management of Sport Organizations focuses on these change processes, on the evolution of organizational configurations, on the organizational performances and on the governance of these organizations.

The Chair also develops adapted management tools for not-for-profit sport organizations.

SERVICES & CONSULTANCY

- The Chair has several applied research and consultancy contracts with sport organizations. The aim is to conduct an adapted change process of their management.
- The Chair also cooperates with national and international sport bodies and public authorities on the issues of governance and education of sport managers.

REPRESENTATIVE PUBLICATIONS

ZINTZ Thierry (2008), « *Gouvernance et configuration organisationnelle des fédérations sportives belges* », in « *La gouvernance des organisations sportives* » Ouvrage coordonné par Emmanuel BAYLE et Pascal CHANTELAT – Editions de L'Harmattan – Paris, France.

ZINTZ Thierry, (2008), « L'accès de tous aux loisirs sportifs, une question de gouvernance publique du sport ? », in « *Loisirs, sports et sociétés. Regards croisés* », sous la dir. de Gilles FERREOL et Gilles VIEILLE MARCHISET - Besançon, Presses universitaires de Franche-Comté, France.

ZINTZ Thierry, DISSART Yannick (2008), « Préparer la décision dans la gouvernance de l'organisation sportive », in « *Management du sport. Théories et pratiques* ». Ouvrage coordonné par Daniel VAILLEAU et Eric BARGET – Editions De Boeck Université – Bruxelles, Belgique

ZINTZ Thierry (2008), « La gouvernance des fédérations sportives. Proposition d'un cadre d'analyse et d'action », *Revue française de Gestion*, Vol 34, n° 187, Octobre 2008, pp 15-34

ZINTZ Thierry, WINAND Mathieu (2008), « Réflexions managériales sur le retour du Hockey belge aux Jeux Olympique. De la gestion au management stratégique. », *Revue Européenne de Management du Sport*, n° 22, juillet 2008

ZINTZ Thierry (2008), « Les organisations sportives nationales sont-elles des acteurs économiques de la santé ? », *Science et Sport (Elsevier)*

ZINTZ, T., DEREZE, G. (2007) « L'écran et les petits ...sports. La présence médiatique de quatre « petits sports » collectifs en Belgique francophone », in *Sciences de la Société*, Toulouse, Presses Universitaires du Mirail.

ZINTZ, T. (2006) « Un enjeu fondamental: co-habiter ou co-opérer au sein du système sportif », in *Actes du Colloque « Le sport dopé par l'état. Vers un droit public du sport? »*, Université catholique de Louvain, Département de droit public, Louvain la Neuve, Academia Bruylant.

ZINTZ, T., CAMY, J. (2005) *Manager le changement dans les fédérations sportives en Europe*, Bruxelles, De Boeck, 272 p.

ZINTZ, T. (2005) « Pluralité des systèmes organisationnels des fédérations sportives en Europe », in *Sport et Droit. Les fédérations*, Les Cahiers des Sciences administratives, Droit public et Sciences de l'Administration, Bruxelles, Editions du Cretal, n° 6.

ZINTZ, T. (2004) « Un management innovant face à un environnement changeant... Le défi majeur des fédérations sportives », in *Sport et Droit. Une approche globale*, Les Cahiers des Sciences administratives, Droit public et Sciences de l'Administration, Bruxelles, Editions du Cretal, Hors Série, pp. 1-20.

ZINTZ, T. (2004) *Configuration et changement organisationnel des ligues et fédérations sportives belges. Typologie et perspectives d'évolution*, Thèse de doctorat, Université catholique de Louvain (Belgique).

ZINTZ, T. (2004) *Configurations and organisational change of Belgian sports leagues and federations. Typology and possible evolution*, European Association of Sport Management Congress, Ghent (Belgium).

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- EURAM (European Academy of Management) – Track dedicated to the management of sport organizations
- EASM (European Association of Sport Management)
- International Olympic Committee (IOC) and several National Olympic Committees (NOC's)

- MEMOS Program (Executive Master in Sports Organizations Management)
- EOSE (European Observatory on Sport and Employment)
- TAIEX (Technical Assistance and Information Exchange is an instrument of the Directorate-General Enlargement of the European Commission)
- European Union Research programs:
- “Study on Sport Agents in the European Union (Public Contract No DG EAC/13/08),
- “Professionalizing training and mobility for Outdoor animators in Europe bridging the gap between sector Competences and Learning Outcomes”(Public Contract Leonardo da Vinci N°UK/08/LLP LdV/TOI/163_178.),
- “European Accreditation - Fitness Project” (Public Contract Leonardo da Vinci N° UK/08/LLP-LdV/TOI/163_110)

KEY WORDS FOR R&D

Change
Sport
Sport organizations
Sport federations
National sport systems
Organizational structures and configurations
Sports governance

SENIOR SCIENTIST

Thierry ZINTZ
thierry.zintz@uclouvain.be Tel. 32 (0) 10 47 22 99

WEB SITES

- www.lsm.be/crecis/
- www.uclouvain.be/chaire-olympique

Economics of intellectual property rights

SENIOR SCIENTIST

- Paul BELLEFLAMME

RESEARCH FIELD AND SUBJECTS

The research concerns the analysis of (i) the economic rationale of various intellectual property rights, and (ii) firms' incentives to innovate in various market structures. Fields of applications are, among others, pharmaceutical products, information goods and information technologies.

SERVICES & CONSULTANCY

- Management of intellectual property
- Innovation strategies

REPRESENTATIVE PUBLICATIONS

P. BELLEFLAMME. *Versioning in the information economy: Theory and applications*. CESifo Economic Studies 51: 329-358. 2005.

P. BELLEFLAMME. *Patents and incentives to innovate: Some theoretical and empirical economic evidence*. Ethical Perspectives: Journal of the European Ethics Network 13/2: 267-288. 2006.

P. BELLEFLAMME et T. VAN YPERSELE. *Comment favoriser l'innovation dans le secteur pharmaceutique : brevets et/ou récompenses ?* Reflets et perspectives de la vie économique 4. 2006.

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PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Member of the board of AIDE (Association Internationale de Droit Economique)

KEY WORDS FOR R&D

Intellectual Property
Innovation
Piracy
Information goods

SENIOR SCIENTIST

Paul BELLEFLAMME

Paul.Belleflamme@uclouvain.be

Tel. 32 (0)10 47 82 91

WEB SITES

- www.lsm.be/crecis/
- www.core.ucl.ac.be/~belleflamme/

Critical Management Studies

SENIOR SCIENTISTS

- Laurent TASKIN
- Evelyne LEONARD
- Matthieu de NANTEUIL-MIRIBEL
- Armand SPINEUX

RESEARCH FIELD AND SUBJECTS

Critical Management Studies (CMS) comprise a range of alternatives to mainstream management theory, with a view to transforming management practice. At its core is a deep skepticism regarding the moral defensibility and the social and ecological sustainability of prevailing conceptions and forms of management and organization. In the context of a growing interest in CMS, we propose to question Human Resource Management mainstream and practices. This results, especially, in a critique of the limits of those 'orthodox' approaches and of taken-for-granted or unquestioned issues (such as for instance power and control) and in the development of alternative perspectives.

SERVICES & CONSULTANCY

The approach is based on in-depth fieldwork that highlights human and organizational processes from a renewed point of view. There are various outcomes such as, for example, organizational diagnosis or analysis of change processes. Those are either conducted at management's request or in the context of a broader research project.

REPRESENTATIVE PUBLICATIONS

M. SCHOTS and L. TASKIN. «Au-delà des compromis négociés, un rapport au travail remodelé», in M. de NANTEUIL-MIRIBEL and A. EL AKREMI (Eds), *La société flexible*, 321-340, Paris: ERES, 2005

M. de NANTEUIL-MIRIBEL and L. TASKIN. «Politics facing the market: Regulating labour flexibility in a society of individuals», In Council of Europe (Eds), *Reconciling labour flexibility with social cohesion – Ideas for political action*, Trends on social cohesion, 16: 179-201, Strasbourg: Council of Europe Publishing, 2007.

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L. TASKIN and H. WILLMOTT. "Introducing Critical Management Studies: Key dimensions", *Gestion* 2000, 6/08, 2008.

D.-G. TREMBLAY and L. TASKIN. "Une critique scientifique constructive pour comprendre de nouveaux enjeux organisationnels". *Gestion* 2000, 6/08, 2008.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Cardiff Business School, University of Cardiff, UK
- Critical Management Studies Group, Academy of Management
- IRRU, Warwick Business School, UK
- Institut des Sciences du Travail, Université catholique de Louvain.

KEY WORDS FOR R&D

Critical Management Studies
Organization
Human Resource Management
Control
Power

SENIOR SCIENTISTS

Laurent TASKIN
laurent.taskin@fucam.ac.be Tel. 32 (0) 65 32 34 10

Evelyne LEONARD
evelyne.leonard@uclouvain.be Tel. 32 (0) 10 47 85 20

Matthieu de NANTEUIL-MIRIBEL
matthieu.denanteuil@uclouvain.be Tel. 32 (0) 10 47 85 14

Armand SPINEUX
armand.spineux@uclouvain.be Tel. 32 (0) 10 47 88 01

WEB SITES

- www.lsm.be/crecis/

Managing new forms of work organization

SENIOR SCIENTIST

- Laurent TASKIN

RESEARCH FIELD AND SUBJECTS

Relying on the spread of information and communication technologies (ICT), new forms of work organization (NFWO) emerge and constitute nowadays a component of a flexible way to manage work that challenge traditional human resource management practices. We particularly focus on the re-regulation process it involves in the management of remote employees by especially considering two main fields of enquiry:

A human resource dimension exploring the management of NFWO and remote employees, namely by focusing on control issues;

A strategic dimension exploring how NFWO challenge knowledge transfer.

SERVICES & CONSULTANCY

- Action-Research (intra-companies investigation)
- Executive education (inter-companies seminars)

REPRESENTATIVE PUBLICATIONS

L. TASKIN and P. VENDRAMIN. *Le télétravail, une vague silencieuse: Les enjeux socio-économiques d'une nouvelle flexibilité*. Louvain-la-Neuve : Presses Universitaires de Louvain, 2004

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PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Centre de recherche Travail & Technologies, Fondation Travail Université, Namur
- Teluq, Université du Québec à Montréal
- Onderzoeksgroep strategische communicatie, Universiteit Antwerpen
- Institut des Sciences du Travail, Université catholique de Louvain
- Belgian Teleworking Association

KEY WORDS FOR R&D

Human Resource Management
Control
ICT
Organisation
Teleworking

SENIOR SCIENTIST

Laurent TASKIN

laurent.taskin@fucam.ac.be

Tel. 32 (0) 65 32 34 10

WEB SITE

- www.lsm.be/crecis/

Knowledge Transfer Management

SENIOR SCIENTISTS

- Evelyne LEONARD
- Laurent TASKIN

RESEARCH FIELD AND SUBJECTS

The research project focuses on the interpersonal and inter-group dimension of knowledge transfer. The knowledge-based view (KBV) is traditionally the leading approach used to study knowledge creation and sharing. Research in the knowledge-based view adopts a collectivist approach to knowledge phenomena and generally assumes that organizational members behave non-opportunisticly and trust each other. Our aim is to take individuals and their motivation to share knowledge into account, by looking at the issues of control and individual resistance.

SERVICES & CONSULTANCY

- Action-Research (intra-companies investigation)
- Executive education (inter-companies seminars)

REPRESENTATIVE PUBLICATIONS

L. TASKIN and F. BRIDOUX. "Telework: Despatialisation as a challenge to knowledge creation and transfer", *International Journal of Human Resource Management*, forthcoming

F. BRIDOUX and L. TASKIN. «The hidden faces of Knowledge-based view», 23rd EGOS colloquium, Vienna, July, 5-7, 2007

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Universiteit Antwerpen Management School
- Institut des Sciences du Travail, Université catholique de Louvain
- UQAM

KEY WORDS FOR R&D

Knowledge Management
Knowledge Transfer
Knowledge-based view
Power relations
Resistance to change

SENIOR SCIENTISTS

Evelyne LEONARD

evelyne.leonard@uclouvain.be

Tel. 32 (0) 10 47 85 20

Laurent TASKIN

laurent.taskin@fucam.ac.be

Tel. 32 (0) 65 32 34 10

WEB SITES

- www.lsm.be/crecis/
-

www.lsm.be/prisme/

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on Information
and Services
Management
and Engineering

Conceptual modeling of user interfaces to workflow information systems

SENIOR SCIENTISTS

- Juan GONZALEZ CALLEROS
- Josefina GUERRERO GARCIA
- Christophe LEMAIGRE
- Jean VANDERDONCKT

RESEARCH FIELD AND SUBJECTS

Understanding work is crucial for achieving business goals in organisations, managers constantly search for better ways to achieve these goals. In recent years, organisations have experienced an extensive focus on workflow, business process re-engineering, and total quality management. Workflow Technology is a particular kind of Information Technology (IT) intended to support work by enacting explicitly modelled and represented business processes. Hence, there has been a growing interest in Workflow Management Systems and flexible workflow support.

Our research exploits the workflow and task models and the model-based approach in order to systematically derive User Interfaces (UIs). We propose an organisational model that integrates process and task models to specify a workflow and entities to represent organisational components, such as: users, jobs and organisational units. The generated UIs correspond to the needs of the variety of users that a workflow system handles, within the organisation (production line, marketing, etc) and out of the organisation (Business partners, Ecommerce, etc). The coordination and communication channel among users is assured through the work list and agendas mechanism that allows users to allocate, delegate or offer tasks to the users.

The integration of the concepts above supported by a software tool can lead an organisation towards the digital firm.

SERVICES & CONSULTANCY

- Workflow specification
- Collaborative aspects in information system
- Information System modelling
- User Interface specification
- Organizational communication support
- Organisational modelling
- Integrating Information systems to the organisation

Representative Publications

Guerrero GARCIA, J., Vanderdonckt, J., GONZALEZ CALLEROS, J.M. (2008) « FlowiXML: a Step towards Designing Workflow Management Systems », *Journal of Web Engineering*, vol. 4, n°2, pp. 163-182.

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AWARDS AND FUNDING

- Josefina GUERRERO GARCIA was awarded with the CONACYT scholarship from the Mexican government from 2007-2009.
- Juan GONZALEZ CALLEROS received a three-year PhD scholarship from the European Commission program Alban under code E04D033272MX

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Defimedia Information Management
- SIMILAR - An European Network of Excellence on Multimodal User Interfaces
- CONACYT – the Mexican National Council for Science and Technology

KEY WORDS FOR R&D

Workflow
Information systems
Model-driven engineering
User interface development

SENIOR SCIENTISTS

Juan GONZALEZ CALLEROS
Juan.m.gonzalez@uclouvain.be Tel. 32 (0) 10 47 83 49

Josefina GUERRERO GARCIA Tel. 32 (0) 10 47 83 49
josefina.guerrero@student.uclouvain.be

Christophe LEMAIGRE
christophe.lemaigre@uclouvain.be

Jean VANDERDONCKT
jean.vanderdonckt@uclouvain.be Tel. 32 (0) 10 47 85 25

WEB SITES

- www.lsm.be/prisme/
- <http://usixml.org/index.php5?mod=pages&id=40>
- www.isys.ucl.ac.be/bchi
- www.usixml.org
- www.similar.cc
-

Business process modeling and user interfaces design

SENIOR SCIENTISTS

- Hildeberto MENDONÇA
- Kenia SOUSA
- Jean VANDERDONCKT

RESEARCH FIELD AND SUBJECTS

Our research work concerns the traceability from the business processes of corporate environments to the user interface of information systems to help business analysts in predicting the impact of process changes on the user interaction. It is also aimed at proposing changes in the processes when the user interaction is improved. To support this type of traceability, we apply a model-driven approach that derives user interfaces from business processes. This approach consists of four steps: business process modelling in the context of organisational engineering, task model derivation from the business process model, task refinement, and user interface model derivation from the task model. Each step contributes to specifying and refining mappings between the source and the target models. In this way, each model modification could be adequately propagated in the rest of the supply chain. By applying this model-driven approach, the user interfaces of the information systems are directly meeting the requirements of the business processes and are no longer decoupled from them. In addition, the user experience is considered in alignment with business needs. This work has matured in the context of a very large company sub-divided in the banking and insurance businesses.

SERVICES & CONSULTANCY

In the context of large companies, we conduct interviews with professionals from different departments to understand the organisational context, their difficulties and needs. With the gathered information, we are able to perform a critical analysis and propose different solutions that can be assessed by the top managers to give them enough information to make a decision to bring forth an organization change to improve their current situation in terms of user interface design aligned with business processes.

REPRESENTATIVE PUBLICATIONS

SOUSA, K., MENDONCA, H., VANDERDONCKT, J., (2009) « A Model-Driven Approach to Align Business Processes with User Interfaces », *International Journal of Universal Computer Science. Forthcoming*.

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PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Belgacom
- Fortis Insurance Belgium
- Namahn

KEY WORDS FOR R&D

Business process modelling
Model-driven engineering
Model-driven user interface development
Usability
User interface extensible markup language
User-centered design
Human factors
Standardization.

SENIOR SCIENTISTS

Hildeberto MENDONÇA
hildeberto.mendonca@uclouvain.be

Jean VANDERDONCKT
jean.vanderdonckt@uclouvain.be Tel. 32 (0) 10 47 85 25

WEB SITES

- www.lsm.be/prisme/
- www.uclouvain.be/sites/isys/bchi
- www.isys.ucl.ac.be/bchi/members/kso/index
- www.isys.ucl.ac.be/bchi/

ErgoFace: user interface development life cycle with usability engineering

SENIOR SCIENTISTS

- Adrien Coyette
- Didier Dulait (responsible for ErgoFace)
- Juan Manuel Gonzalez Calleros
- Josefina Guerrero García
- Christophe Lemaigre
- Francisco Javier Martínez Ruiz
- Efrem Mbaki
- Hildeberto Mendonca
- Jérémie Melchior
- Bert Schiettecatte
- Kênia Sousa
- Jean Vanderdonckt

RESEARCH FIELD AND SUBJECTS

Computers are getting more and more important, and it's why creating tools in order to make interactions between de machine and the user easier represents a pertinent and useful research subject. When a developer builds a new interface, he has to make it ergonomic and easy to use for all. On the other hand, the activity of developing interface is long and expensive, especially for interfaces to be used in many contexts (laptop, PDA, in different languages ...). The aim of the project Ergoface is to make the development easier, shorter, giving a quality output.

USIXML

Each context and each type of interface (Internet, pocket-pc, mobile phone) has its own language. It's why the laboratory has created a language, USIXML, in order to standardize the interfaces development. With USIXML, one single conception of the interface is traduced into different existing languages for multiple purposes.

The UsiXML language was submitted for a standardization action plan in the context of the Similar network of excellence and of the Open Interface European project. For this purpose, the Université catholique de Louvain has been accepted by W3 Consortium for entering its academic initiative.

THE SOFTWARE CONTINUATION

The laboratory developed a software continuation, using USIXML, which covers all the steps of the interface development. The continuation includes SketchiXML, a low fidelity editor, GraphiXML, which transforms the results of SketchiXML in a higher level of fidelity, and finally Multi-ModaliXML which translates the UXIXML code into another existing language.

In conclusion, the Ergoface project offers a full answer to the interfaces developers: from conception to maintenance.

SERVICES AND CONSULTANCY

The laboratory realizes number of consultancy missions (Tasks such as ergonomic evaluation of website and interfaces conception) for companies and organizations. The laboratory frequently receives bid requests for consultancy missions.

PARTNERSHIPS AND SCIENTIFIC COLLABORATIONS

- Défimedia
- Key-Performance
- AnySurfer

KEY WORDS FOR R&D

Ergoface	Interface
Ergonomy	USIXML
DESTINE	Usability

SENIOR SCIENTISTS

Adrien COYETTE
adrien.coyette@uclouvain.be Tel. 32 (0) 10 47 81 62

Didier DULAIT
didier.dulait@uclouvain.be Tel. 32 (0) 10 47 81 62

Juan Manuel GONZALEZ CALLEROS
Juan.m.gonzalez@uclouvain.be Tel. 32 (0) 10 47 83 49

Christophe LEMAIGRE
christophe.lemaigre@uclouvain.be Tel. 32 (0) 10 47 83 65

Francisco Javier MARTINEZ RUIZ
martinez@isis.ucl.ac.be Tel. 32 (0) 10 47 83 49

Efrem MBAKI
Efrem.Mbaki@orfival.be

Hildeberto MENDONCA
hildeberto.mendonca@uclouvain.be Tel. 32 (0) 10 47 80 75

Jérémie MELCHIOR
Jeremie.Melchior@uclouvain.be Tel. 32 (0) 10 47 83 84

Bert SCHIETTECATTE
schiettecatte@isis.ucl.ac.be

Jean VANDERDONCK
Jean.vanderdonckt@uclouvain.be Tel. 32 (0) 10 47 85 25

WEB SITES

- www.lsm.be/prisme/
- www.ergoface.be
- www.usixml.org
- www.isis.ucl.ac.be/bchi

VITALITY: Voronoï digital imaging techniques for medically assisted fertilization

SENIOR SCIENTISTS

- Adrien Coyette
- Laurent Goutière
- Sandra Soares Frazao
- Benoit Spinewine
- Jean Vanderdonckt
- Yves Zech

RESEARCH FIELD AND SUBJECTS

Our research work concerns the characterization of the quality of a sample of human sperm through analysis of the paths of the spermatozoids observed under the microscope. This analysis is essential for medically assisted fertilisation: the results of this analysis guide the choice of the type of insemination and the selection of the samples, and participate in the diagnosis of conditions linked to male infertility. This type of analysis is practised very frequently in Belgium (43,220 in 2006) in a large number of laboratories (over 120). However, the methods currently used are diverse, manual, subjective, laborious, and hardly standardised. Quality controls performed in the leading laboratories frequently show a dispersal of results greater than 100%.

This project made it possible to develop a prototype version of the sperm analysis software, based on the Voronoï digital imaging techniques developed previously. This tool permits to conduct such analysis very efficiently and objectively. The development of this version involved three research teams from different fields: the Information Systems unit (ISYS) of the Louvain School of Management (A. Coyette, J. Vanderdonckt), the Civil and Environmental Engineering Hydraulics department of the Ecole Polytechnique de Louvain (L. Goutière, Y. Zech) for the UCL, and the medically assisted procreation centre of the ULg (A. Bolland, M. Dubois).

SERVICES & CONSULTANCY

As stated earlier, the major domain of application is the medically assisted procreation for both humans and animals. Indeed, veterinarians are also frequently using this kind of techniques.

Furthermore, we are also exploring other domains of applications of the Voronoï digital imaging techniques. So far, several opportunities were identified in the medical domain, in the biological domain but also in the industrial domain.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- CHR Namur
- WOW Company

KEY WORDS FOR R&D

Vitality
Sperm analysis
Sperm motility
Voronoi
Digital imaging techniques
PTV
Particles tracking
Medically assisted procreation

SENIOR SCIENTISTS

Adrien COYETTE	adrien.coyette@uclouvain.be	Tel. 32 (0) 10 47 81 62
Laurent GOUTIERE	laurent.goutiere@uclouvain.be	Tel. 32 (0) 10 47 21 23
Sandra SOARES FRAZAO	Sandra.Soares-Frazao@uclouvain.be	Tel. 32 (0) 10 47 21 21
Benoit SPINEWINE	benoit.spinewine@uclouvain.be	Tel. 32 (0) 10 47 21 23
Jean VANDERDONCKT	jean.vanderdonckt@uclouvain.be	Tel. 32 (0) 10 47 85 25
Yves ZECH	Yves.zech@uclouvain.be	Tel. 32 (0) 10 47 21 21

WEB SITE

- www.lsm.be/prisme/

Business Modeling

SENIOR SCIENTISTS

- Manuel KOLP
- Stéphane FAULKNER
- Yves WAUTELET

RESEARCH FIELD AND SUBJECTS

Business Modeling is concerned with analyzing and understanding the organizational context within which a software system will eventually function. It proposes organizational patterns motivated by organizational theories intended to facilitate the construction of business software models such as use cases models and is concerned with the evaluation of the patterns using desirable qualities or non functional requirements.

Since the origins of civilization, people have been designing, participating in, and sharing the burdens and rewards of organizations. The early organizations were primarily military or governmental in nature. In the *Art of War*, Sun Tzu describes the need for hierarchical structure, communications, and strategy. In the *Politics*, Aristotle wrote of governmental administration and its association with culture. To the would-be-leader, Machiavelli advocated in the *Prince* power over morality. The roots of organizational theories, then, can be traced to antiquity, including thinkers from around the world who studied alternative organizational structures. Such structures consist of stakeholders — individuals, groups, physical or social systems — that coordinate and interact with each other to achieve common goals. Today, organizational structures are primarily studied by two disciplines: *Organization Theory*, that describes the structure and design of an organization and *Strategic Alliances* that model the strategic collaborations of independent organizational stakeholders who have agreed to pursue a set of agreed upon business goals.

Both disciplines aim to identify and study organizational patterns. These are not just modeling abstractions or structures, rather they can be seen, felt, handled, and operated upon. They have a manifest form and lie in the objective domain of reality as part of the concrete world. A pattern is however not solely a set of execution behaviors. Rather, it exists in various forms at every stage of crystallization (e.g., specification), and at every level of granularity in the organization. The more manifest is its representation, the more the pattern emerges and becomes recognizable — whether at a high or low level of granularity.

At the lowest level of granularity, Business modeling proposed information patterns and service patterns that re-

present the «nitty-gritty» of business that an organization must deal with on a day-to-day basis. When we move to an upper level, we find business patterns — the mix of products and markets that flows from organizational styles. The highest level of granularity is the organizational styles that address the mix of socio-technical context and organizational constructs: they are manifestation of organization invariants, layers of organizational constructs, organization molecules, and complex arrangements of molecules, the collection of which constitutes organizational structures.

Many organizational styles are fully formed patterns with definite characteristics. In contrast, many other organizational styles are not very explicit, that is, not easily specified, operationalized, and measured.

PRODUCTS AND SERVICES

- DesCARTES Organizational Modeling CASE Tool (Tropos project)
- SkwyRL framework for Organizational Modeling
- Consultancy
- Expertise
- Executive education

REPRESENTATIVE REFERENCES

M. Kolp, S. Faulkner and Y. Wautelet “Multi-Agent Patterns for Organizational Analysis”, In A. Gunasekaran (Ed.), *Global Implications of Modern Enterprise Information Systems: Technologies and Applications*, IGI Publishing, Chap. VI, 2008.

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M. Kolp and S. Faulkner, “Patterns for Organizational Modeling”. In *International Journal of Enterprise Information Systems (IJEIS)*, 3(3):1-22, Idea Group, 2007.

I. Jureta, S. Faulkner and M. Kolp, “Formalizing Agent-Oriented Enterprise Models”. In *Agent Oriented Information Systems (AOIS)*, 8:184-199, LNCS 3529 Springer, 2006.

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Software". In B. Henderson-Sellers and P. Giorgini (Ed.), *Agent-Oriented Methodologies*, Idea Group, 2005.

M. Kolp, T. Tung Do and S. Faulkner "Organizational Modeling Patterns". In S. K. Chung (Ed.), *Advances in Software Engineering and Knowledge Engineering Vol. III*, World Scientific, 2005.

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T. T. Do, S. Faulkner and M. Kolp, Organizational Multi-Agent Architectures for Information Systems. In *Proc. of the 5th International Conference on Enterprise Information Systems (ICEIS'03)*, Angers, France, pp. 89-96, 2003

M. Kolp, P. Giorgini and J. Mylopoulos. "Organizational Patterns for Early Requirements Analysis". In *Advanced Information Systems Engineering (CAiSE)*, 15:617-632, LNCS 2681, Springer, 2003.

FIELD OF RESEARCH

Information systems and data bases, Software Engineering, Computer and society

PARTNERSHIPS

- University of Toronto, Department of Computer Science (Prof. John Mylopoulos)
- University of Trento, Department of Information and Communication Technology (Prof. P. Giorgini)
- Valencia University of Technology, Department of Computer Science (Prof. Oscar Pastor)
- University of Utrecht, Department of Computer Science (Dr. L. Penserini),
- Federal University of Pernambuco, Department of Computer Science (Prof. J. Castro)

KEY WORDS FOR R&D

Organizational Patterns
Requirements Engineering
Business Modeling
Use Case Models
Non Functional Requirements
Information Modeling
Conceptual Modeling

SENIOR SCIENTISTS

Manuel KOLP	
Manuel.Kolp@uclouvain.be	Tel. 32 (0) 10 47 83 95
Stéphane FAULKNER	
Stephane.Faulkner@fundp.ac.be	Tel. 32 (0) 81 72 48 77
Yves WAUTELET	
Yves.Wautelet@uclouvain.be	Tel. 32 (0) 10 47 83 88

WEB SITES

- www.lsm.be/prisme/
- www.isys.ucl.ac.be/
- www.isys.ucl.ac.be/skwyrl
- www.isys.ucl.ac.be/descartes

E-Business and Web Applications

SENIOR SCIENTISTS

- Manuel KOLP
- Stéphane FAULKNER
- Tai NGUYEN

RESEARCH FIELD AND SUBJECTS

Ebusiness is a term used to describe businesses run on the Internet, or utilizing Internet technologies to improve the productivity or profitability of a business. In a more general sense, the term may be used to describe any form of electronic business -- that is to say, any business which utilizes a computer. This usage is somewhat archaic, however, and in most contexts ebusiness refers exclusively to Internet businesses.

The most common implementation of ebusiness is as an additional, or in some cases primary, storefront. By selling products and services online, an ebusiness is able to reach a much wider consumer base than any traditional brick-and-mortar store could ever hope for. This function of ebusiness is referred to as ecommerce, and the terms are occasionally used interchangeably.

An ebusiness may also use the Internet to acquire wholesale products or supplies for in-house production. This facet of ebusiness is sometimes referred to as eprocurement, and may offer businesses the opportunity to cut their costs dramatically. Even many ebusinesses which operate without an electronic storefront now use eprocurement as a way to better track and manage their purchasing.

In addition to buying and selling products, ebusiness may also handle other traditional business aspects. The use of electronic chat as a form of technical and customer support is an excellent example of this. An ebusiness which uses chat to supplement its traditional phone support finds a system which saves incredible amounts of time while providing opportunities unavailable through traditional support. By using virtual computer systems, for example, technical support operators can remotely access a customer's computer and assist them in correcting a problem. And with the download of a small program, all pertinent information about the hardware and software specifications for a user's computer may be relayed to the support operator directly, without having to walk a customer through personally collecting the data.

Using email and private websites as a method for dispensing internal memos and white sheets is another use of the Internet by ebusiness. Rather than producing time-intensive and costly physical copies for each employee, a central

server or email list can serve as an efficient method for distributing necessary information.

In the past few years, virtually all businesses have become, to some degree or another, an ebusiness. The pervasiveness of Internet technology, readily available solutions, and the repeatedly demonstrated benefits of electronic technology have made ebusiness the obvious path. This trend continues with new technologies, such as Internet-enabled cell phones and PDAs, and the trend of ebusiness saturation will most likely continue for some time.

PRODUCTS AND SERVICES

- Web recommendation system
- E-business solutions
- E-business patterns
- Web services
- Agent-oriented services

REPRESENTATIVE REFERENCES

T. Nguyen, M. Kolp and L. Penserini, "A Development Framework for Component-Based Agent-Oriented Business Services". In *International Journal of Agent Software Engineering (IJAOSSE)*, Inderscience, forthcoming.

Y. Wautelet, Y. Achbany and M. Kolp. "A Service-Oriented Framework for MAS Modeling". In *Proc. of the 10th International Conference on Enterprise Information Systems (ICEIS'08)*, Barcelona, Spain, vol. 3-1, pp. 120-128, 2008.

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A. Coyette, S. Faulkner, M. Kolp, J. Vanderdonckt and Q. Limbourg, SketchiXML, Towards a Multi-Agent Design Tool for Sketching User Interfaces Based on USIXML. In *Proc. of the 3rd International Workshop on Task Models and Diagrams for user interface design (TAMODIA'04)*, Prague, Czech Republic, pp. 75-82, 2004.

J. Castro, M. Kolp and J. Mylopoulos, "Developing Agent-Oriented Information Systems for the Enterprise". In Bernadette Sharp (Ed.) *Enterprise Information Systems II*, Kluwer, 2002.

FIELD OF RESEARCH

- Information systems and data bases
- Software Engineering
- Networks and distributed systems

PARTNERSHIPS

- University of Toronto, Department of Computer Science (Prof. John Mylopoulos)
- University of Trento, Department of Information and Communication Technology (Prof. P. Giorgini)
- Université libre de Bruxelles, Department of Computer Science (Prof. E. Zimanyi)
- University of Ancona, Department of Computer Science (Pro. L. Spalazzi)
- SONACA S.A.

KEY WORDS FOR R&D

E-business
Customer relationship Management
E-commerce
Web services
Recommendation Systems
Business to Business

SENIOR SCIENTISTS

Manuel KOLP	
Manuel.Kolp@uclouvain.be	Tel. 32 (0) 10 47 83 95
Stéphane FAULKNER	
Stephane.Faulkner@fundp.ac.be	Tel. 32 (0) 81 72 48 77
Tai NGUYEN	
Tai.Nguyen@uclouvain.be	Tel. 32 (0) 10 47 83 91

WEB SITES

- www.lsm.be/prisme/
- www.isys.ucl.ac.be/
- <http://yeroos.isys.ucl.ac.be>
- www.isys.ucl.ac.be/skwyrl

Information Management

SENIOR SCIENTISTS

- Manuel KOLP
- Stéphane FAULKNER

RESEARCH FIELD AND SUBJECTS

Information Management involves designing information models using Abstract Models and Information Dictionaries, and building the Information System the models represent. The information model is part of the conceptual design process. The information model focuses on what information should be stored in the database. The Information model is used to design the relational tables. Data modeling is preceded by planning and analysis. As information is collected, data objects are identified and classified, assigned names, and defined using terms familiar to the end-users.

An effective Information model completely and accurately represents the Information requirements of the end users. It is simple enough to be understood by the end user yet detailed enough to be used by a Information designer to build the database. The model eliminates redundant Information, it is independent of any hardware and software constraints, and can be adapted to changing requirements with a minimum of effort. A database created without knowledge of foundational concepts is like a house built with no blueprints. It is almost impossible to maintain or extend.

Information design has four phrases: requirement analysis, conceptual design, logical design and physical design. Conceptual design provides a way to capture the users' perception of Information. Logical design represents the organization of Information for some implementable Information model. Physical design typically is not used to describe Information. It consists of variety of choices for storage of Information in terms of clustering, partitioning, indexing, providing additional access or directory structures, and so on.

Information systems have traditionally suffered from an impedance mismatch. Their operational environment is understood in terms of actors, responsibilities, objectives, tasks and resources, while the database itself is conceived as a collection of (software) modules, entities, Information structures and interfaces. This mismatch is one of the main factors for the poor quality of Information systems, also the frequent failure of database development projects.

One cause of this mismatch is that Information design has traditionally been inspired and driven by the programming

paradigm of the day. This means that the concepts, methods and tools used during all phases of development were based on those offered by the pre-eminent programming paradigm.

Using the same concepts to align requirements analysis and conceptual models with Information system design and implementation makes perfect sense. For one thing, such an alignment reduces impedance mismatches between different development phases. Moreover, such an alignment can lead to coherent toolsets and techniques for developing Information system as well, it can streamline the development process itself.

PRODUCTS AND SERVICES

- Information CASE Tools (Descartes Project)
- Information Management Systems
- Semantic and Conceptual Models
- Information Project Management (CARSID project)
- Consultancy,
- Expertise
- Executive education

REPRESENTATIVE REFERENCES

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FIELD OF RESEARCH

- Information systems and data bases

PARTNERSHIPS

- University of Toronto, Department of Computer Science (Prof. John Mylopoulos)
- University of Trento, Department of Information and Communication Technology (Prof. P. Giorgini)
- Université libre de Bruxelles, Department of Computer Science (Prof. E. Zimanyi)
- University of Ancona, Department of Computer Science (Prof. L. Spalazzi)
- CARSID S.A.
- EUN European SchoolNet

KEY WORDS FOR R&D

Information Models
Requirements Engineering
Database Design
Information Integration
Conceptual Modeling

SENIOR SCIENTISTS

Manuel KOLP	
Manuel.Kolp@uclouvain.be	Tel. 32 (0) 10 47 83 95
Stéphane FAULKNER	
Stephane.Faulkner@fundp.ac.be	Tel. 32 (0) 81 72 48 77

WEB SITES

- www.lsm.be/prisme/
- www.isys.ucl.ac.be
- <http://yeroos.isys.ucl.ac.be>

Strategic alignment between information technologies and business objectives

SENIOR SCIENTISTS

- Annick CASTIAUX
- Michaël PETIT
- Anne Rousseau

RESEARCH FIELD AND SUBJECTS

ICT projects do not always meet the expectancies of firms. Very often, the technological choice is not made in compliance with the firms' strategic objectives. This leads to discrepancies between the technology and the business strategy. This research is performed in collaboration with computer scientists in order to bridge the gap between technology and management and to propose a methodology supporting the alignment between business and technological strategies.

REPRESENTATIVE PUBLICATIONS

P.-Y. ANSIAS, A. CASTIAUX, A. ROUSSEAU. Aligement Business/IT: IT capability et facteurs critiques: Le cas particulier des PME wallonnes. *Actes de colloque de l'AIMS, forthcoming*.

S. BAÏNA, P.-Y. ANSIAS, M. PETIT, A. CASTIAUX. *Strategic Business/IT Alignment using Goal Models*. Proceedings of Business Workshop, *forthcoming*.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- PRECISE Research Center, FUNDP
- CRP Henri Tudor, Luxembourg

KEY WORDS FOR R&D

Business-IT alignment
Technological decision-making

SENIOR SCIENTIST

Annick CASTIAUX
annick.castiaux@fundp.ac.be

Tel. 32 (0) 72 48 80

WEB SITE

- www.lsm.be/prisme/

Knowledge transfer in participative and collaborative innovation

SENIOR SCIENTIST

- Annick CASTIAUX

RESEARCH FIELD AND SUBJECTS

In a world where complexity has considerably increased, organizations realize more and more that they cannot master the knowledge of all systems they depend on. Collaborations are thus vital to find combine complementary knowledge and competencies of partners and face complexity. In this research, we study collaborations in the context of innovation. We are interested by the success factors of collaborative innovation projects. We consider both internal and external partnerships and we try to understand knowledge and technology transfers.

REPRESENTATIVE PUBLICATIONS

J. HERMANS-POUPLARD, A. CASTIAUX. Knowledge creation through university-industry collaborative research projects. *Proceedings 7th European Conference on Knowledge Management, Budapest, September 2006*.

A. CASTIAUX, S. PÂQUE. *Participative innovation: when innovation becomes everyone's business*. Submitted to the International Journal of Technology Management, 2008.

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KEY WORDS FOR R&D

Collaboration
Participation
Innovation
Knowledge transfer

SENIOR SCIENTIST

Annick CASTIAUX
annick.castiaux@fundp.ac.be

Tel. 32 (0) 72 48 80

WEB SITE

- www.lsm.be/prisme/

ICT tools for collaborative innovation: impact on tacit and explicit knowledge building

SENIOR SCIENTIST

- Annick CASTIAUX

RESEARCH FIELD AND SUBJECTS

The increasing power of information and communication tools (especially the Internet) has brought new opportunities for collaborative work. In this research, we focus on collaborative tools for knowledge creation and innovation. We study new collaborative behaviors and distinguish their impact on explicit and tacit exchanges.

REPRESENTATIVE PUBLICATIONS

A. CASTIAUX. Research and innovation networks: the potential role of weblogs. *Proceedings 16th Conference of the International Society for Professional Innovation Management, Athens, June 2006.*

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PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Technical University of Lappeenranta
- Tampere University
- CRP Henri Tudor

KEY WORDS FOR R&D

Collaboration
Innovation
Knowledge transfer
Web 2.0, ICTs

SENIOR SCIENTIST

Annick CASTIAUX
annick.castiaux@fundp.ac.be Tel. 32 (0) 72 48 80

WEB SITE

- www.lsm.be/prisme/

System dynamics modelling of knowledge building and innovation

SENIOR SCIENTIST

- Annick CASTIAUX

RESEARCH FIELD AND SUBJECTS

Using system dynamics modelling, we try to understand the various steps of knowledge building and their impact on the innovation process. We particularly focus on the balance between tacit and explicit knowledge, between exploration and exploitation of new knowledge. We consider this dynamics inside an organization as well as in different types of external collaborations.

REPRESENTATIVE PUBLICATIONS

A. CASTIAUX. Inter-organizational learning: Lotka-Volterra Modelling of Different Relationships. *Proceedings of 22nd Conference of the System Dynamics Society, 2004.*

A. CASTIAUX. Between love and hate: tacit knowledge in innovation. *Proceedings of ISPIIM conference, Porto, 2005.*

A. CASTIAUX. Dynamic impact of knowledge on the innovation process. *Proceedings 6th European Conference on Knowledge Management, Limerick, 2005*

AWARD

- Best paper award, 2005 conference of the International Society for Professional Innovation (ISPIIM), Porto

KEY WORDS FOR R&D

System dynamics
Knowledge management
Innovation

SENIOR SCIENTIST

Annick CASTIAUX
annick.castiaux@fundp.ac.be Tel. 32 (0) 72 48 80

WEB SITE

- www.lsm.be/prisme/

URBAN: ICT uses in SMEs from the region around Sambreville

SENIOR SCIENTISTS

- Annick CASTIAUX
- Claire LOBET

RESEARCH FIELD AND SUBJECTS

The region near the city of Sambreville (Namur Province, Belgium) has met some economical difficulties. The local authorities have proposed to support the development of local firms by helping them to enter the Internet society. Those firms are generally very small firms. The project URBAN was dedicated to this support. The role of our team was to observe during 5 years the usages of ICT tools by a sample of firms and to be at their disposal to give them advice in their technological choices. This project was supported by the Walloon Region in the framework of the European Commission program FEDER.

SERVICES & CONSULTANCY

- Support to SMEs in their ICT development.

REPRESENTATIVE PUBLICATIONS

C. THILL and A. CASTIAUX. URBAN project: final report. 2008.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- CITA Research Center, FUNDP
- PRECISE Research Center, FUNDP
- Economic Office of Namur Province (BEP)
- Technobel
- Walloon Region
- European Commission

KEY WORDS FOR R&D

SMEs
Technological development
Internet

SENIOR SCIENTIST

Annick CASTIAUX
annick.castiaux@fundp.ac.be Tel. 32 (0) 72 48 80

WEB SITES

- www.lsm.be/prisme/;
- <http://webapps.fundp.ac.be/urban/node/20>

TEXBIAG: Decision-making tools to support the development of bioenergy from agriculture

SENIOR SCIENTISTS

- Annick CASTIAUX

RESEARCH FIELD AND SUBJECTS

The products and co-products of agriculture provide some opportunities for alternative energy sources (bioenergies from agriculture). TEXBIAG, a project supported by the Belgian Science Policy, studies these possibilities in the Belgian framework. We compare different bioenergy routes through their socio-economical and environmental impacts. Our analysis aims at providing a decision tool for local authorities in order to help them in their choice between different bioenergy alternatives.

SERVICES & CONSULTANCY

- Support to policy makers for decisions concerning bioenergies.

REPRESENTATIVE PUBLICATIONS

Isabelle BROSE, Annick CASTIAUX (2008) "Synthesis of the existing studies and models on monetization of bioenergy impacts" (Project report)

Isabelle BROSE, Annick CASTIAUX, Florence VAN STAPPEN, Yves SCHENKEL (2008) "Consolidated list of indicators to be used to build the qualitative model" (Project report)

Isabelle BROSE, Annick CASTIAUX (2008) "Assessment of Bioenergy Sustainability: An Exploratory Analysis", Proceedings of CRR conference, Belfast, September 2008

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Belgian Science Policy
- Yves Schenkel, CRAW, Gembloux, B
- Jacques Deruyck, VUB, Brussels, B
- Johan Driesen, KUL, Leuven, B

KEY WORDS FOR R&D

Bioenergies
Socio-economical and environmental externalities
Decision-making

SENIOR SCIENTIST

Annick CASTIAUX
annick.castiaux@fundp.ac.be

Tel. 32 (0) 72 48 80

WEB SITES

- www.lsm.be/prisme/
- www.texbiag.be/

PONDSCAPE: Towards a sustainable management of pond diversity at the landscape level

SENIOR SCIENTIST

- Annick CASTIAUX

RESEARCH FIELD AND SUBJECTS

The project PONDSCAPE conducts research on patterns of biodiversity and ecosystem functions in ponds at multiple spatial scales, and relates these to important factors and processes, such as succession, land use, pollution, pond creation and pond management. The results of these biological investigations will, for the first time, quantify levels of scaling that are relevant to biodiversity. As such, the translation of these results into management strategies is clear.

At the same time, PONDSCAPE will assess the history of the economic and social relevance of ponds for different sectors (agriculture, nature conservation) over the past century and will assess present day perception of these stakeholders with regard to risks and benefits of pond use. Ponds are situated on land owned or managed by these stakeholders and management strategies can only be sustainable if acceptable to these stakeholders. The team of Namur is in charge of this stakeholder approach.

SERVICES & CONSULTANCY

Support to policy makers for decisions concerning the preservation of ponds.

REPRESENTATIVE PUBLICATIONS

Eric GRAITSON, Kevin MORELLE, Nathalie FEREMANS, Annick CASTIAUX (2009). *La vie des mares de nos campagnes*, Claude Delbeuck, Namur, 169p.

Kevin MORELLE, et Annick CASTIAUX (2009). *L'évolution des mares en Belgique : entre Histoire humaine et Histoire de l'Environnement*, Actes des Première Rencontres d'Histoire de l'environnement, de FUNDP, Namur, Décembre 2008.

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Kevin MORELLE et Annick CASTIAUX (2009). *Socio-historical relevance of ponds to stakeholders*, ABER-BVLE Symposium, Bruxelles, Avril 2009.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

Belgian Science Policy
Patrick Ketsemont, FUNDP, Namur, B
Koen Martens, Institut des Sciences Naturelles, Brussels, B
Luc De Meester, KUL, Leuven, B
Wim Vyverman, Ugent, Ghent, B
Henry-Michel Cauchie, Li-PPM, Luxembourg

KEY WORDS FOR R&D

Ponds
Bioediversity
Stakeholder approach

SENIOR SCIENTIST

Annick CASTIAUX
annick.castiaux@fundp.ac.be

Tel. 32 (0) 72 48 80

WEB SITES

- www.lsm.be/prisme/
- www.pondscape.be/

Collaborative Recommendation

SENIOR SCIENTISTS

- François FOUSS
- Marco SAERENS
- Alain PIROTTE

RESEARCH FIELD AND SUBJECTS

This research aims to develop state-of-the-art collaborative filtering methods, based mainly on new notions of distances on a graph. Most of these distance measures rely on models of random walk on a graph (Markov models) that account for all the possible paths between two nodes (and not only the shortest one as for the geodesic distance). They are then used in order to compute the proximity between elements of different tables of a relational database.

REPRESENTATIVE PUBLICATIONS

F. FOUSS, A. PIROTTE, J.-M. RENDERS, and M. SAERENS. *A novel way of computing similarities between nodes of a graph, with application to collaborative recommendation*. Proceedings of the 2005 IEEE / WIC / ACM International Joint Conference on Web Intelligence, pp 550-556, 2005.

F. FOUSS, L.YEN, A. PIROTTE, and M. SAERENS. *An experimental investigation of graph kernels on a collaborative recommendation task*. Proceedings of the 2006 IEEE International Conference on Data Mining (ICDM 2006), pp. 863-868, 2006.

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F. FOUSS and M. SAERENS. *Evaluating performance of recommender systems: An experimental comparison*. Proceedings of the 2008 IEEE / WIC / ACM International Conference on Web Intelligence, 2008.

F. FOUSS, L. YEN, A. PIROTTE, and M. SAERENS. *An Experimental Investigation of Graph Kernels on Collaborative Recommendation and Semisupervised Classification*. Forthcoming.

KEY WORDS FOR R&D

Data mining
Graph mining
Collaborative recommendation

SENIOR SCIENTISTS

François FOUSS
Mail: françois.fouss@fucam.ac.be Tel. 32 (0) 65 32 32 16

Marco SAERENS
Mail: marco.suerens@uclouvain.be Tel. 32 (0) 10 47 92 46

WEB SITES

- www.lsm.be/prisme/
- www.lsm.be/spip.php?article72

Data mining and machine learning

SENIOR SCIENTISTS

- Marco SAERENS
- François FOUSS

RESEARCH FIELD AND SUBJECTS

This research area aims to develop new algorithms for analyzing existing data, as well as extracting knowledge from large repositories and from the environment. Today, data sources are more and more abundant and being able to exploit these data is a major challenge in computer science.

REPRESENTATIVE PUBLICATIONS

F. FOUSS and M. SAERENS. *Yet another method for combining experts opinions: A maximum entropy model*. Proceedings of the 5th International Workshop on Multiple Classifier Systems (MCS 2004); Lecture Notes in Computer Science, Vol. LNAI3077, Springer-Verlag, pp 82-91, 2004.

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Y. ACHBANY, F. FOUSS, L. YEN, A. PIROTTE, and M. SAERENS. *Tuning continual exploration in reinforcement learning: An optimality property of the Boltzmann strategy*. Neurocomputing, 71, pp. 2507–2520, 2008.

L. YEN, F. FOUSS, C. DECAESTECKER, P. FRANCO, and M. SAERENS. *Graph nodes clustering with the sigmoid commute-time kernel: a comprehensive study*. Data & Knowledge Engineering, Forthcoming.

M. SAERENS, L. YEN, F. FOUSS, and Y. ACHBANY. *Randomized shortest-path problems: two related models*. Neural Computation, Forthcoming.

KEY WORDS FOR R&D

Link analysis
Data mining
Graph mining

SENIOR SCIENTISTS

Marco SAERENS

Mail: marco.saerens@uclouvain.be Tel. 32 (0) 10 47 92 46

François FOUSS

Mail: françois.fouss@fucam.ac.be Tel. 32 (0) 65 32 32 16

WEB SITES

- www.lsm.be/prisme/
- www.lsm.be/spip.php?article72

Graph mining and link analysis

SENIOR SCIENTISTS

- Marco SAERENS
- François FOUSS
- Alain PIROTTE
- Pierre DUPONT

RESEARCH FIELD AND SUBJECTS

This research aims to analyze existing, and develop new, link analysis techniques. Exploiting the graph structure of large repositories, such as the web environment or social networks, is one of the main challenges of computer science and data mining today.

REPRESENTATIVE PUBLICATIONS

F. FOUSS, J.-M. RENDERS, and M. SAERENS. *Links between Kleinberg's hubs and authorities, correspondence analysis and Markov chains*. Proceedings of the 3th IEEE International Conference on Data Mining (ICDM 2003), pp 521-524, 2003.

F. FOUSS, J.-M. RENDERS, and M. SAERENS. *Some relationships between Kleinberg's hubs and authorities, correspondence analysis, and the Salsa algorithm*. Proceedings of the 7th International Conference on the Statistical Analysis of Textual Data (JADT 2004), pp 445-455, 2004.

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European Conference on Machine Learning (ECML 2004), Vol. 3201, Springer-Verlag, Berlin, pp. 371–383, 2004.

M. SAERENS and F. FOUSS. *HITS is principal components analysis*. Proceedings of the IEEE / WIC / ACM International Joint Conference on Web Intelligence, pp 782-785, 2005.

J. CALLUT, K. FRANCOISSE, M. SAERENS, and P. DUPONT. *Semi-supervised classification from discriminative random walks*. Proceedings of the European Conference on Machine Learning (ECML/PKDD 2008). Lecture Notes in Computer Science, Vol. LNAI5211, Springer-Verlag, pp. 162-177, 2008.

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KEY WORDS FOR R&D

Link analysis
Data mining
Graph mining

SENIOR SCIENTISTS

Marco SAERENS

Mail: marco.saerens@uclouvain.be Tel. 32 (0) 10 47 92 46

François FOUSS

Mail: françois.fouss@fucam.ac.be Tel. 32 (0) 65 32 32 16

WEB SITES

- www.lsm.be/prisme/
- www.lsm.be/spip.php?article72

Multi-Agent Systems Architectures

SENIOR SCIENTISTS

- Manuel KOLP
- Stéphane FAULKNER
- Yves WAUTELET

RESEARCH FIELD AND SUBJECTS

Agent-Oriented is emerging as a powerful new paradigm in computing. Concepts and techniques from the agent paradigm could well be the foundations for the next generation of mainstream information systems, which we might term «active computing».

Information systems architectures have become the backbone of all kinds of organizations today. In almost every sector - manufacturing, education, health care, government, and businesses large and small - information systems are relied upon for everyday work, communication, information gathering, and decision-making. Yet, the inflexibilities in current technologies and methods have also resulted in poor performance, incompatibilities, and obstacles to change. As many organizations are reinventing themselves to meet the challenges of global competition and e-commerce, there is increasing pressure to develop and deploy new technologies that are flexible, robust, and responsive to rapid and unexpected change.

Agent concepts hold great promise for responding to the new realities of active information systems. They offer higher level abstractions and mechanisms which address issues such as knowledge representation and reasoning, communication, coordination, cooperation among heterogeneous and autonomous parties, perception, commitments, goals, beliefs, intentions, etc. On the one hand, the concrete implementation of these concepts can lead to advanced functionalities, e.g., in inference-based query answering, transaction control, adaptive workflows, brokering and integration of disparate information sources, and automated communication processes. On the other hand, their rich representational capabilities allow for more faithful and flexible treatments of complex organizational processes, leading to more effective requirements analysis and architectural and detailed design.

The research work focuses on how agent concepts and techniques will contribute to meeting information systems architectures needs today and tomorrow.

PRODUCTS AND SERVICES

- Agent-oriented modeling and design methods
- Models and architectures for agent-oriented/active information systems
- Novel information system technologies based on software agents
- Agent-based requirements engineering
- Agent-oriented approaches to data integration
- Agent orientation and e-services
- Agent orientation in web information systems
- Agent-oriented enterprise and business process modeling
- Agent communication languages for business communication
- Ontologies and agents
- Agent orientation and human computer interaction
- DesCARTES Agent Oriented CASE Tool
- SkwyRL framework for Agent Architectural Design
- Consultancy
- Expertise
- Executive education

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PARTNERSHIPS

- University of Toronto, Department of Computer Science (Prof. John Mylopoulos)
- University of Trento, Department of Information and Communication Technology (Prof. P. Giorgini)
- Valencia University of Technology, Department of Computer Science (Prof. Oscar Pastor)
- University of Utrecht, Department of Computer Science (Dr. L. Penserini)
- Federal University of Pernambuco, Department of Computer Science (Prof. J. Castro)
- Center for Scientific and Technological Research - ITC-IRST (Dr. A. Perini)

KEY WORDS FOR R&D

Architectural Patterns
Software Design
Design Patterns
Multi-agent systems
Intelligent Systems

SENIOR SCIENTISTS

Manuel KOLP
Manuel.Kolp@uclouvain.be Tel. 32 (0) 10 47 83 95

Stéphane FAULKNER
Stephane.Faulkner@fundp.ac.be Tel. 32 (0) 81 72 48 77

Yves WAUTELET
Yves.Wautelet@uclouvain.be Tel. 32 (0) 10 47 83 88

WEB SITES

- www.lsm.be/prisme/ www.isys.ucl.ac.be/
- www.isys.ucl.ac.be/skwyrl
- www.isys.ucl.ac.be/descartes

Software Project and Change Management

SENIOR SCIENTISTS

- Manuel KOLP
- Yves WAUTELET

RESEARCH FIELD AND SUBJECTS

Software projects have two main activity dimensions: engineering and project and management. The engineering dimension deals with building the system and focuses on issues such as how to design, test, code, and so on. The project and change management dimension deals with properly planning and controlling the engineering activities to meet project goals for cost, schedule, and quality.

Small projects can be executed somewhat informally. The project plan may be an e-mail specifying the delivery date and perhaps a few intermediate milestones. Requirements might be communicated in a note or even verbally, and intermediate work products, such as design documents, might be scribbles on personal note pads.

These informal techniques, however, do not scale up for larger projects in which many people may work for many months—the situation for most commercial software projects. In such projects, each engineering task must be done carefully by following well-tried methodologies, and the work products must be properly documented so that others can review them. The tasks in the project must be carefully planned and allocated to project personnel and then tracked as the project executes. In other words, to successfully execute larger projects, formality and rigor along these two dimensions must increase.

Formality requires that well-defined processes be used for performing the various tasks so that the outcome becomes more dependent on the capability of the processes. Formality is further enhanced if quantitative approaches are employed in the processes through the use of suitable metrics.

Technically, a process for a task comprises a sequence of steps that should be followed to execute the task. For an organization, however, the processes it recommends for use by its engineers and project managers are much more than a sequence of steps; they encapsulate what the engineers and project managers have learned about successfully executing projects. Through the processes, the benefits of experience are conferred to everyone, including newcomers in the organization. These processes help managers and engineers emulate past successes and avoid the pitfalls that lead to failures.

For a project, the engineering processes generally specify how to perform engineering activities such as requirement specification, design, testing, and so on. The project management processes, on the other hand, specify how to set milestones, organize personnel, manage risks, monitor progress, and so on. This research work focuses on the project management and change management process.

PRODUCTS AND SERVICES

- Software Development Plans
- Development Methodology
- Business Process and UML Modeling
- Change and Configuration Plans
- Iterative and Spiral Models
- Cost Models
- IT Auditing and Assessment
- DesCARTES CASE Tool Project Management and Cost Estimation Console
- Eltesprom, e-software project management console
- Consultancy and Expertise
- Executive education

REPRESENTATIVE REFERENCES

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FIELDS OF RESEARCH

Software Engineering, Information Systems Analysis and Design, Software Life-Cycle, Cost Estimation, Change and Risk Management, Iterative Development

PARTNERSHIPS

- University of Toronto, Department of Computer Science (Prof. John Mylopoulos)
- University of Trento, Department of Information and Communication Technology (Prof. P. Giorgini)
- Valencia University of Technology, Department of Computer Science (Prof. Oscar Pastor)
- University of Utrecht, Department of Computer Science (Dr. L. Penserini)
- Federal University of Pernambuco, Department of Computer Science (Prof. J. Castro)
- Center for Scientific and Technological Research - ITC-IRST (Dr. A. Perini)
- CARSID S.A.
- SONACA S.A.

KEY WORDS FOR R&D

Information Systems Methodologies
CASE Tool
Software Cost Estimation
Change and Configuration Management
Iterative Process
Spiral Development
Agile and Extreme Development
Agent and Object-oriented Paradigms

SENIOR SCIENTISTS

Manuel KOLP	
Manuel.Kolp@uclouvain.be	Tel. 32 (0) 10 47 83 95
Yves WAUTELET	
Yves.Wautelet@uclouvain.be	Tel. 32 (0) 10 47 83 88

WEB SITES

- www.lsm.be/prisme/ www.isys.ucl.ac.be/
- www.isys.ucl.ac.be/descartes

Agent-Oriented Software Engineering

SENIOR SCIENTISTS

- Stephane FAULKNER
- Ivan JURETA

RESEARCH FIELD AND SUBJECTS

Agents are a novel paradigm for organizing and developing complex information systems. As opposed to passive objects, as in object-oriented software engineering, agents are constructed as autonomous components – black boxes of functionality – capable of reacting without user input to stimuli from their computational environment. Information systems used in finance (trading in particular), as well as those deployed for web search and ecommerce are increasingly being built as collections of interacting agents.

Agent-oriented software engineering focuses on the design of methods, which are used for facilitating, organizing and managing the development of agent oriented information systems. The practical benefits of recent results include more intuitive conceptualizations used to understand the information system that is to be revised or built, increased modularity of the components involved in the system, and facilitated revision of the information system.

Our focus is on managerial decision making methods tailored to various choice situations that arise over the course of the development of an agent-oriented information system. In relation to this, we study methods and tools intended to facilitate (i) the acquisition and analysis of business requirements for agent-oriented information systems, and (ii) the transformation of agent-oriented information systems in the face of changing business requirements.

PRODUCTS AND SERVICES

- Decision making methods tailored to the engineering of agent-oriented information systems
- Decision making methods tailored to the acquisition and analysis of business requirements for agent-oriented information systems
- Decision making methods tailored to the rapid transformation of agent-oriented information systems in the face of changing business requirements
- Methods for the transition from object-orientation to agent-orientation in information systems
- Consultancy
- Expertise
- Executive education

REPRESENTATIVE REFERENCES

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FIELDS OF RESEARCH

Software Engineering, Artificial intelligence, Information systems and data bases

PARTNERSHIPS

- Carnegie Mellon University, Robotics Institute (Prof. Katia Sycara)
- University of Toronto, Department of Computer Science (Prof. John Mylopoulos)
- Université libre de Bruxelles, Department of Computer Science (Prof. E. Zimanyi)

KEY WORDS FOR R&D

Agent-Oriented Software Engineering
Requirements Engineering
Software Development Methods
Conceptual Modeling

SENIOR SCIENTISTS

Stéphane FAULKNER
Stephane.Faulkner@fundp.ac.be Tel. 32 (0) 81 72 48 77

Ivan JURETA
Ivan.jureta@fundp.ac.be Tel. 32 (0) 81 72 48 88

WEB SITE

- www.lsm.be/prisme/

Requirements Engineering

SENIOR SCIENTISTS

- Stephane FAULKNER
- Ivan JURETA

RESEARCH FIELD AND SUBJECTS

Requirements engineering (RE) is the first step in the engineering or reengineering of an information system. The aim during RE is to describe the organizational environment of the information system and to determine the characteristics needed of the information system in order for it to satisfy the organization's strategic and business goals. The output of RE is a detailed description of the criteria and functionalities that an information system should satisfy and provide in order to be built or acquired.

Performing RE successfully within an organization requires appropriate information acquisition, information management, and decision making methods.

Our recent research has led to an improved understanding of what needs to be done within an organization in order to perform RE successfully. We have studied and proposed decision making methods to this aim, along with information acquisition and management methods and tools.

PRODUCTS AND SERVICES

- Decision making methods for the engineering of requirements for information systems
- Methods for acquiring and analyzing requirements-related information
- Consultancy
- Expertise
- Executive education

REPRESENTATIVE REFERENCES

Ivan J. Jureta, John Mylopoulos, Stephane Faulkner. Revisiting the Core Ontology and Problem in Requirements Engineering. 16th IEEE International Requirements Engineering Conference (RE08).

Ivan J. Jureta, Stephane Faulkner, Pierre-Yves Schobbens. Clear Justification of Modelling Decision for Goal-Oriented Requirements Engineering. Requirements Engineering Journal, 13(2), 2008.

AWARD

Best paper award, 2008: Ivan J. Jureta, John Mylopoulos, Stephane Faulkner. Revisiting the Core Ontology and Problem in Requirements Engineering. 16th IEEE International Requirements Engineering Conference (RE08).

FIELDS OF RESEARCH

Information systems and data bases, Software Engineering

PARTNERSHIP

- University of Toronto, Department of Computer Science (Prof. John Mylopoulos)

KEY WORDS FOR R&D

Decision Making Methods
Requirements Engineering
Software Development Methods
Conceptual Modeling

SENIOR SCIENTISTS

Stéphane FAULKNER
Stephane.Faulkner@fundp.ac.be Tel. 32 (0) 81 72 48 77

Ivan JURETA
Ivan.jureta@fundp.ac.be Tel. 32 (0) 81 72 48 88

WEB SITE

- www.lsm.be/prisme/

Service-Oriented Information Systems

SENIOR SCIENTISTS

- Stephane FAULKNER
- Francois FOUSS
- Ivan JURETA
- Marco SAERENS

RESEARCH FIELD AND SUBJECTS

Service-oriented information systems are those information systems developed as collections of interacting services. These correspond to business applications provided under the “software as a service” computing paradigm. Each service is a black-box of functionality, and can be used by other services or users within the information system, or those coming from other information systems, within the same organization or different organizations. Service-oriented information systems, in which potentially many services are used together, are increasingly being used to improve the modularity and flexibility of information systems supporting business functions. Particular emphasis in service-oriented systems is placed on interoperability, which tends to facilitate systems integration and software outsourcing.

Our interests and expertise lie in the automation of the various management and development tasks in the lifecycle of service-oriented information systems. We have worked on designing requirements engineering methodologies for services, which are aimed at the acquisition and analysis of the business requirements and their fit with services technology to be used in a service-oriented information system. We have studied the use of machine learning algorithms for the automation of service selection and composition, so as to reduce the time and cost of reengineering those business processes that are strongly supported by software.

PRODUCTS AND SERVICES

- Decision making methods for the engineering of requirements for service-oriented information systems
- Methods for acquiring and analyzing requirements-related information for service-oriented information systems
- Consultancy
- Expertise
- Executive education

REPRESENTATIVE REFERENCES

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FIELDS OF RESEARCH

Software Engineering, Artificial intelligence and machine learning, Information systems and data bases

PARTNERSHIP

- Université catholique de Louvain, Louvain School of Management (Prof. Marco Saerens)

KEY WORDS FOR R&D

Decision Making Methods
Requirements Engineering
Software Development Methods
Conceptual Modeling

SENIOR SCIENTISTS

Stéphane FAULKNER	
Stephane.Faulkner@fundp.ac.be	Tel. 32 (0) 81 72 48 77
Marco SAERENS	
Marco.saerens@uclouvain.be	Tel. 32 (0) 10 47 92 46
Ivan JURETA	
Ivan.jureta@fundp.ac.be	Tel. 32 (0) 81 72 48 88
François FOUSS	
foussf@fucam.ac.be	Tel. 32 (0) 65 32 32 16
Youssef ACHBANY	
Youssef.achbany@uclouvain.be	Tel. 32 (0) 10 47 83 90

WEB SITE

- www.lsm.be/prisme/

Grammatical Inference and Markov Modeling

SENIOR SCIENTISTS

- Pierre DUPONT
- Marco SAERENS

RESEARCH FIELD AND SUBJECTS

Grammar Induction, also known as Grammatical Inference, is a particular instance of Inductive Learning which can be formulated as the task of discovering common structures in examples which are supposed to be generated by the same process. In this case, the set of examples, also called positive sample, is usually a set of strings defined on a specific alphabet. A negative sample, that is a set of strings not belonging to the target language, may also help the induction process.

Grammatical inference has an obvious theoretical interest and also an important range of applications, in particular in the fields of Identification of Sequential Processes, Pattern Recognition, Speech and Natural Language Processing.

Our main focus is on regular inference or, equivalently, finite-state machine induction. This research includes:

- the formal characterization of the regular inference search space,
- the design and implementation of finite-state automata induction algorithms,
- several extensions to probabilistic automata inference,
- the design and implementation of probabilistic automata smoothing techniques,
- links with Hidden Markov Models topology induction,
- extensions to typed automata,
- applications to biological sequence (DNA, proteins) modelling,
- integration with text clustering techniques.

Markov chains and Hidden Markov Models (HMM) form special classes of probabilistic automata. They are widely used in many pattern recognition areas, including applications to speech recognition, biological sequence modeling, information extraction, optical character recognition, etc. In most cases, the model structure is defined according to some prior knowledge of the application domain. Automatic techniques for inducing the HMM topology are interesting as the structures are sometimes hard to define *a priori* or need to be tuned after some task adaptation. Several extensions of the basic HMM, which alleviate some of its restrictions, have been studied.

Our work focuses (1) on this induction problem and, more generally, on Markov models construction and parameter smoothing, and (2) on improvements and extensions of hidden Markov models. It includes:

- the design and implementation of state merging/splitting algorithms,
- links with probabilistic automata inference,
- smoothing techniques for N-grams and probabilistic automata,
- modeling the time-dependent behaviour within the states of the Markov model,
- integrating alternative articulatory cues for speech recognition,
- combining artificial neural networks and hidden Markov models (hybrid models),
- applications to natural language processing and biological data.

PRODUCTS AND SERVICES

- Grammar induction algorithms
- Finite-state machines induction software
- Markov models smoothing software
- Speech recognition techniques

REPRESENTATIVE REFERENCES

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FIELD OF RESEARCH

Artificial intelligence and machine learning

PARTNERSHIPS

- Laboratoire d'Informatique Fondamentale, Université de Provence, Marseille, France (Prof. François Denis)
- Departamento de Sistemas Informáticos y Computación, Universidad Politécnica de Valencia, Spain (Prof. Enrique Vidal)
- Laboratoire de Phonétique, Université Libre de Bruxelles (Dr. Alain Soquet).

KEY WORDS FOR R&D

Grammar Induction
Automata Induction
Regular Inference
(Hidden) Markov Models
Smoothing Techniques
Language modeling
Speech recognition

SENIOR SCIENTISTS

Pierre DUPONT pdupont@info.ucl.ac.be	Tel. 32 (0) 10 47 91 14
Marco SAERENS saerens@isys.ucl.ac.be	Tel. 32 (0) 10 47 92 46

WEB SITES

- www.lsm.be/prisme/
- www.ucl.ac.be/mlg/

Human-Computer Interaction (HCI)

SENIOR SCIENTISTS

- Jean VANDERDONCKT
- Benoît MACQ
- Peter VAN ROY

RESEARCH FIELD AND SUBJECTS

In this topic, we are interested in all steps of the development life cycle of the user interface (UI) of any interactive system ranging from web applications and Graphical User Interfaces (GUIs) to Distributed User Interfaces (DUIs), multimodal interfaces, and augmented reality applications. This includes: definition and elicitation of user requirements, analysis of the user interface in terms of models capturing various aspects (e.g., the task, the domain, the user, the platform, the environment), design of multiple UIs addressing elicited requirements, development of user interfaces by automated code generation, usability evaluation since the beginning, interpretation and execution of UIs, maintenance and re-engineering. For this purpose, knowledge is developed at the intersection of three disciplines: human-computer interaction (HCI), software engineering (SE), and usability engineering. The long term goal of this research/development is to establish a complete methodology for developing multiple UIs for multiple users on multiple computing platforms ranging from mobile phones and Personal Digital Assistants (PDAs) to Tablet PC, laptops, desktops, and wall screens. For this purpose, a methodology is defined and applied based on models, method, and supporting tools which are compliant with the Model-Driven Engineering (MDE) paradigm promoted by the Object Management Group. This area is often referred to as Computer-Aided Design of User Interfaces (CADUI). Equally important is the constant involvement of usability guidelines throughout the development life cycle to ensure, measure, and guarantee the quality of the resulting UIs, in particular for accessibility and usability applied to information systems, web applications, and medical applications.

PRODUCTS AND SERVICES

The UsiXML (USeR Interface eXtensible Markup language) is a language for specifying any kind of UI for multiple contexts of use. Thanks to this language, the UI specifications could smoothly evolve from early design to final code. A suite of UI prototyping tools with low, medium, and high fidelity allows us to capture the UI requirements as expressed by end users and to validate them, before generating automatically the corresponding code for GUIs, vocal UIs, and multimodal UIs, in particular for the Web. Other soft-

ware also provides designers and developers with some guidance on ensuring the usability of the UI by continuous feedback and automated evaluation. In this way, user testing is complemented by a formative feedback for developers as a result from usability engineering.

MAIN EQUIPMENT

Material for conducting usability evaluation of any interface, in particular web sites, information systems, multimodal applications.

Multiple computing platforms for designing and testing UIs which are appropriate and adapted: mobile phone, smartphone, PocketPC, Palmtop PC, TabletPC, interactive kiosk, laptop, desktop, wall screen, interactive boards.

Toolkit for multimodal development.

REPRESENTATIVE REFERENCES

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AWARDS

- IBM Belgium 1998 Award in Computer Science
- ACM CHI'94 Doctoral Consortium
- Winterthur'87 Prize

PARTNERSHIPS

- SIMILAR network of excellence (The European research taskforce creating human-machine interfaces SIMILAR to human-human communication), Sixth Framework Program, European Commission, FP6-IST1-2003-507609.

- Scientific coordination of European COST Action MAUSE « Towards The Maturation of IT Usability Evaluation » (European Commission, COST Action n°294)
- Member of the Mozart UCL Board
- Member of Prométhée research/development cluster in Information Systems and Alliage network
- « Plasticité des Systèmes Interactifs » Research Action, CNRS-France.
- Partner of the MERLIN (Méthodes pour l'Ergonomie des Logiciels Interactifs) Concerted Research Action, INRIA Rocquencourt.
- IBM Belgium Sponsorship for multimodal applications
- Consulting services for IMmedia (Belgium), Harmonia, Inc. (USA), CARE Technologies (Spain).

FIELD OF RESEARCH

Algorithmics and theory of computation / information theory
 Antenna
 Artificial intelligence and machine learning
 Biomedical signal processing
 Computer and society
 Digital communications
 Electronic systems (mixed-signals circuits and systems)
 High performance computing
 Image and signal processing
 Information systems and data bases
 Linguistic engineering
 Micro and nano information systems
 Microwaves
 Networks and distributed systems
 Optimization and operations research
 Programming Languages and Systems
 Security and cryptography
 Software engineering

KEY WORDS FOR R&D

Augmented reality
 Computer-aided design of user interfaces
 Model-driven engineering
 Information systems
 Multi-user
 Multi-platform and multi-environment user interfaces
 Multimodal applications
 Usability engineering
 User interface visual design
 User interface extensible markup language

User interface prototyping
Virtual reality
Web engineering and applications

SENIOR SCIENTISTS

Jean VANDERDONCKT
Jean.vanderdonckt@uclouvain.be Tel. 32 (0)10 47 85 25

Benoît MACQ
Benoit.macq@uclouvain.be Tel. 32 (0)10 47 22 71

Peter VAN ROY
Peter.vanroy@uclouvain.be Tel. 32 (0)10 47 83 74

WEB SITES

- www.lsm.be/prisme/ www.isys.ucl.ac.be/bchi
- www.usixml.org
- www.similar.cc
- www.cost294.org

www.lsm.be/ccms/

CCMS
Center on Consumers,
Markets and Society

The business case for Corporate Social Responsibility

SENIOR SCIENTIST

- Valérie SWAEN

RESEARCH FIELD AND SUBJECTS

Corporate Social Responsibility (CSR) is today both a high-profile notion perceived as strategic in the business world and a prominent concept in academia. More companies than ever engage in CSR activities – such as cause-related marketing, socially responsible employment and environmental protection policies – believing that such activities have become an economic imperative in today's marketplace.

Our research aims at evaluating the overall effect of CSR activities and communication campaigns on different companies' stakeholders. We provide and test integrative models mapping the likely influence of CSR on customers' and employees' attitudes and behaviours with respect to the company, in order to better understand and measure the contribution of CSR to the company's performance.

REPRESENTATIVE PUBLICATIONS

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C. Gentilini, R. Chumpitaz, and V. Swaen. The challenge of education to sustainable development: some guidelines to communicate with children, *37th annual conference of the European Marketing Academy*, University of Brighton, UK, 2008.

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PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- François Maon (PhD. candidate at LSM)
- IESEG School of Management
- Université de Toulouse I
- University of Valence
- Nottingham University
- GRLI
- EFMD

KEY WORDS FOR R&D

Corporate Social Responsibility
Sustainable development
CSR Communication
Consumers
Employees
Trust
Social exchange
Organisational justice

SENIOR SCIENTIST

Valérie SWAEN
valerie.swaen@uclouvain.be Tel. 32 (0) 10 47 91 56

WEB SITES

- www.lsm.be/ccms/
- www.mark.ucl.ac.be/

Analysis of the relationships between customers and brands

SENIOR SCIENTIST

- Valérie SWAEN

RESEARCH FIELD AND SUBJECTS

The development and maintenance of consumer brand loyalty is placed at the heart of companies' marketing plans, especially in the face of highly competitive markets with increasing unpredictability and reducing product differentiation. Moreover, customer loyalty has been universally recognized as a valuable asset in competitive markets. An investment in loyalty management is especially important if consumers face low switching costs, because they are not locked in by a contract.

This has led to an increasingly competitive landscape with different companies within the same industry vying with one another to woo the same set of customers. Consequently, consumers often enroll in loyalty programs of multiple companies within the same industry. In absence of any clear differentiation or special value proposition, companies often squander valuable marketing resources attempting to build loyalty that may or may not result in a profitable outcome. The imperative question is 'what does it take to build and sustain true loyalty?'

On the other hand there is a lack of attention paid to brand trust in spite of empirical and theoretical evidence existing about its relationship with satisfaction. This is explained not only by the newness of the research that characterizes the interactions between a consumer and a brand as a long term relationship, but also because there is lack of accepted measures of brand trust. A first group of authors considers trust as a one-dimension concept, a second group as a two-dimensional concept, and a third group considers trust as made of three dimensions: brand credibility (perceived ability of the brand to fulfil promises), brand integrity (perceived honesty and sincerity) and brand benevolence (perceived ability to take into account the long-term interests of consumers). In any case this situation with the variety of opinions supports the importance of trust in developing positive and favourable attitudes, and resulting in a commitment to a certain brand as the maximum expression of a successful relationship between the consumer and the brand.

In this context, our research objective is to develop and empirically test – in different sectors of activities (business-to-consumers and business-to-business) an integrative conceptual framework for building and sustaining customer loyalty taking into account the level of customer satisfaction as well as the different dimensions of trust and commitment.

REPRESENTATIVE PUBLICATIONS

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PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- IESEG School of Management
- University of València

KEY WORDS FOR R&D

Relationship marketing
Perceived quality
Satisfaction
Consumer trust
Commitment
Loyalty
Retail environment
Atmosphere

SENIOR SCIENTIST

Valérie SWAEN
valerie.swaen@uclouvain.be Tel. 32 (0) 10 47 91 56

WEB SITES

- www.lsm.be/ccms/
- www.uclouvain.be/en-mark

The effect of CSR promotion campaigns during corporate crises

SENIOR SCIENTIST

- Valérie Swaen

RESEARCH FIELD AND SUBJECTS

Companies often emphasize their corporate social responsibility (CSR) in their communication campaigns to consumers. However, they cannot be fully assured that promoting themselves as socially responsible will generate long-term benefits. The reason is that companies that are doing the most in the area of CSR are also the ones that are criticized the most. On the other hand, Klein and Dawar (2004) showed that when a company is known for positive actions in the CSR field, consumers seem to be less likely to blame the company for a product-harm crisis (i.e., a defective product) than when the company has a poor record regarding CSR. In addition, they hold more favorable evaluations of the company and have higher intentions to buy the company's products. From these results, CSR seems to be a viable strategy to protect the company from damage resulting from a crisis.

While Klein and Dawar's (2004) study provides important insights into the role of CSR promotion in consumer reactions to a crisis, the implications of their findings are limited in two important ways. First, Klein and Dawar only measured consumers' evaluations after the crisis. Even though consumers' evaluations of the "high-CSR" company in the end were more favorable than those of the "low-CSR" company, the deterioration of company evaluation and buying intentions following the crisis might actually have been worse for the "high-CSR" company than for the "low-CSR" company. Second, the effect of CSR-related promotion might be completely different when the crisis is related to CSR rather than products, e.g. when the company is accused of discrimination against minorities. In the case of such a CSR-related crisis, the credibility of the company's previous CSR actions is often at stake, because consumers may feel that the company has not been completely honest with them regarding these actions.

This research therefore evaluates the overall effect of CSR communication campaigns in the context of a CSR crisis. Different experiments among students as well as 'real' adult consumers examine whether promoting the company as socially responsible is likely to backfire when a CSR-related crisis occurs. The findings suggest that the negative impact of a CSR crisis is exacerbated, rather than attenuated, for companies promoting themselves as socially responsible.

This effect is even stronger when the promotion has occurred through an independent source, and seems to occur regardless of the type of CSR that is at stake.

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REPRESENTATIVE PUBLICATIONS

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cation Campaigns, In Kahn B.E. and M. F. Luce (Eds.), *Advances in Consumer Research*, XXXI, 302-303, 2003.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Catherine Janssen (PhD. candidate at LSM)
- Rotterdam School of Management
- IESEG School of Management
- GRLI
- EFMD

KEY WORDS FOR R&D

Corporate social responsibility
Communication
Consumers
Corporate crisis
Trust
Experimentation

SENIOR SCIENTIST

Valérie SWAEN

valerie.swaen@uclouvain.be

Tel. 32 (0) 10 47 91 56

WEB SITES

- www.lsm.be/ccms/
- www.uclouvain.be/en-mark

Corporate Social Responsibility: Organizations' practices, Stakeholders' perceptions and Stakeholders' involvement

SENIOR SCIENTIST

- Valérie SWAEN

RESEARCH FIELD AND SUBJECTS

The high ranking of corporate social responsibility (CSR) on research agendas is reflected by theoretical debates in academic journals and books, as well as practitioner discussions that argue, not only is doing good the right thing to do, but it also leads to doing better. As a result, CSR has moved from ideology to reality, and many consider it an absolute necessity that organizations define their roles in society and apply social, ethical, legal, and responsible standards to their businesses. Examples of organizations pursuing CSR objectives are plentiful, including Coop Bank, Patagonia, Starbucks, The Body Shop, and the Suez Group.

However, the best conceptualizations of CSR remain embryonic. Despite the well-accepted belief that CSR is important for organizations to meet their stakeholder obligations, various unresolved issues exist in the literature, including an incomplete understanding of how organizations realize their CSR policies. For example, though the literature is replete with advice about what constitutes appropriate CSR practices, no studies address how organizations might emphasize different aspects of CSR. This issue has remained largely unexplored in the literature, yet it involves significant subtleties for theorists who are confused about the actual use of proposed CSR practices, as well as for practitioners who lack guidance about how to formulate their CSR policies and, in turn, deploy CSR practices. For example, how do different stakeholder groups influence the adoption of certain CSR practices?

Furthermore, in order to responsibly create and ensure long-term sustainability for the company, it is argued that CSR needs to move from a peripheral add-on business dimension to an integrated core business function. The move towards CSR organizational embedment entails members of the organization internalizing the CSR values at all levels and the organizations to dialogue and interact with respect to their key stakeholders and the world at large. However, designing and implementing integrated CSR policies in line with the core business activity is far from being an easy task. CSR issues embrace a wide and complex array of concerns that are increasingly unpredictable and shifting over time and place. Specific and arduous skills and competencies therefore need to be developed within the organization to identify relevant issues and to develop appropriate procedures and technologies to deal with them. For this purpose,

a change in the way companies see their business and the way decisions are made is often essential.

Few academic authors discuss the relationships between the development of CSR policies, the way they are communicated, and the stakeholders' perceptions and attitudes towards the focal company. Moreover, research often considers only one type of stakeholder at a time, thereby preventing the analysis of the differential impacts of CSR commitments on different types of external stakeholders. Furthermore, the evolutionary nature of stakeholders' perceptions in relation with companies' CSR improvement has not been assessed.

To address these diverse research gaps, we identify CSR practices, the combinations of CSR practices that different organizations pursue, and the influence of different stakeholder groups on CSR practices.

REPRESENTATIVE PUBLICATIONS

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F. Maon, A. Lindgreen, and V. Swaen. Designing and implementing corporate social responsibility: an integrative framework grounded in theory and practice, *Journal of Business Ethics*, 87, Supplement 1, 71-89, *Forthcoming*.

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F. Maon, A. Lindgreen, and V. Swaen. Thinking of the organization as a system: The role of managerial perceptions in developing a corporate social responsibility strategic agenda, *Systems Research and Behavioral Science*, 25, 3, 413-426, 2008.

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PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Kenneth De Roeck and François Maon (PhD. Candidates at the LSM)
- FUNDP
- Hull Business School, UK
- Georgia State University, USA
- GRLI
- EFMD

KEY WORDS FOR R&D

Corporate social responsibility
 CSR implementation
 Change management
 Stakeholder management
 Stakeholder involvement
 Leadership
 Case study

SENIOR SCIENTIST

Valérie SWAEN
 valerie.swaen@uclouvain.be Tel. 32 (0) 10 47 91 56

WEB SITES

- www.lsm.be/ccms/
- www.uclouvain.be/en-mark

Dimensions and effects of consumer-based determinants of new product performance

SENIOR SCIENTIST

- Chantal de Moerloose

RESEARCH FIELD AND SUBJECTS

The main objective of this research will be bringing a substantial contribution to a more consumer-focused approach of the study of new product performance.

More specifically, product characteristics of innovations will be analyzed as perceived by the consumer that might drive consumers' adoption.

This research will contribute to a more consumer-focused approach of the study of new product performance in several ways. On the one hand, this will be obtained by an extension of the list of possible consumer-based determinants of new product performance. On the other the selected attributes will be operationalised and tested. This could help researchers in further research looking for the role of new product characteristics, including consumer-based determinants.

SERVICES & CONSULTANCY

From a managerial point of view, this doctoral study could help managers to be more successful in the process of new product development. For some managers it could lead to a paradigm shift when results of the tested model will give evidence to the importance of a more consumer-based focus during the process of new product development. Moreover, our operationalisation will help managers in the development of appropriate concept tests that will give predictive indication on the performance of a new product during the R&D process.

REPRESENTATIVE PUBLICATIONS

This research is still in the first steps of a doctoral process.

KEY WORDS FOR R&D

New product performance
Adoption, innovation attributes
Observability, complexity
Triability
Compatibility
Relative advantage
Risk
Customer orientation in NPD

SENIOR SCIENTIST

Chantal DE MOERLOOSE
Chantal.demoerloose@uclouvain.be 00 32 10 47 84 76

WEB SITES

- www.lsm.be/ccms/
- www.uclouvain.be/en-mark

The strengths of brands in the global environment

SENIOR SCIENTIST

- Isabelle Schuiling

RESEARCH FIELD AND SUBJECTS

Brands have become a key area of research in marketing. They are considered as key competitive tools from an academic and managerial point of view. A lot of research has been done to better understand what brand equity is, what are the key strategies of brands to build the brands such as Brand extension, brand architecture or brand portfolio management. The development of global brands have been also analysed extensively. Little has been done to analyse the strengths of local brands in the global context. A first project was done to understand the strengths of local brands in Europe in front of international and global brands. It is now considered that it would be interesting to analyse the strengths of local and global brands in the Chinese context.

The objective of this new research area is to evaluate the way local and global Chinese brands develop in Europe and in China. More specifically, the objectives are to understand how the branding concept is used by Chinese companies, what are the internationalisation strategies of Chinese brands, what are the products that get first on international markets and what is the future of global Chinese brands. It will then be important to evaluate what strategies European brands need to put in place to compete against these new Chinese brands.

REPRESENTATIVE PUBLICATIONS

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AWARD

- Awarded the « 2004 S. Tamer Cavusgil Award », for the best 2004 paper in the « Journal of International Marketing », by the American Marketing Association for the article: "Real differences between local and international brands", Vol 12, N° 4, with J.N. Kapferer.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Cooperation on Chinese brand research with ESADE (Prof. Ivana Casaburi).

KEY WORDS FOR R&D

Brands
Brand equity
Local brands
International brands
Chinese brands
Globalization
Localisation

SENIOR SCIENTIST

Isabelle SCHUILING
Tel. 32 (0) 10 47 84 70

WEB SITES

- www.lsm.be/ccms/
- www.uclouvain.be/en-mark

Understanding the timing and magnitude of advertising spending patterns

SENIOR SCIENTIST

- Maarten GIJSENBERG

RESEARCH FIELD AND SUBJECTS

Advertising is still one of the most important and surely most visible marketing instruments, even after the decline of its share in the overall marketing budget during the past decades. In 2006, US adspend totaled \$285.1 billion, representing 2.2% of the country's GDP, with companies like Procter & Gamble and AT&T spending up to \$4,898 million and \$3,344.7 million respectively. An impressive stream of prior research has quantified the effectiveness of advertising, and this at the brand, industry and national level. The actual timing and magnitude of advertising campaigns, by contrast, has received little (empirical) research attention. This is quite remarkable, as both are important determinants of advertising effectiveness, and as considerable variability exists across both dimensions.

Some key questions emerge from observed real world advertising data, such as: (i) Are observed differences in behavior idiosyncratic to a few specific industries, or are they commonly observed? (ii) What factors drive the different behavior of brands? And (iii) to what extent does the relative impact of these factors differ between smaller and larger brands, and/or between more and less frequent advertisers?

From a descriptive point of view, we want to obtain insights into which factors managers base their strategic decisions. From a competitive intelligence point of view, knowing the measures competitors adopt in their decisions is crucial, as it will facilitate strategic competitive reasoning, and the anticipation of and reaction to competitors' moves. Finally, from a normative point of view, and in line with Darwinian economics, we want to infer which industry norms prevail, and which strategies work best under different circumstances.

We apply state of the art econometric methodology to an extensive dataset, covering about 750 brands in over 120 fmcg categories in the UK, including large and small brands, frequent and infrequent advertisers, and this for a period of four years. This enables us to formulate a set of substantive conclusions.

REPRESENTATIVE PUBLICATIONS

Gijsenberg, M.J., Van Heerde, H.J., Dekimpe, M.G., Steenkamp, J-B.E.M., and Nijs, V.R. *Understanding the Timing and Magnitude of Advertising Spending Patterns*. Proceedings of the 37th annual conference of the European Marketing Academy, University of Brighton, UK, May 24-27, 2008.

Gijsenberg, M.J., Van Heerde, H.J., Dekimpe, M.G., Steenkamp, J-B.E.M., and Nijs, V.R. *Understanding the Timing and Magnitude of Advertising Spending Patterns*. Proceedings of the 5th annual Marketing Dynamics Conference of the Marketing Science Institute, University of Waikato, Hamilton, New Zealand, January 4-6, *forthcoming*.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Prof. Dr. Ir. Marnik Dekimpe (Tilburg University, NL, and Katholieke Universiteit Leuven, B)
- Prof. Dr. Ir. Jan-Benedict E.M. Steenkamp (Kennan-Flager Business School, University of North Carolina at Chapel Hill, USA)
- Prof. Dr. Harald J. van Heerde (Waikato Management School, University of Waikato, Hamilton, NZ)
- Prof. Dr. Vincent R. Nijs (Kellogg School, Northwestern University, USA)

KEY WORDS FOR R&D

Advertising
Competition
Timing
Tobit-II
Bayesian Inference

SENIOR SCIENTIST

Maarten GIJSENBERG

Maarten.Gijsenberg@fucam.ac.be Tel. 32 (0) 65 32 33 25

WEB SITE

- www.lsm.be/ccms/

Declining advertising effectiveness : myth or reality ?

SENIOR SCIENTIST

- Maarten GIJSENBERG

RESEARCH FIELD AND SUBJECTS

Around the globe, organizations spend billions of dollars on advertising each year to promote the sales of their products and services. However, these expenditures are increasingly fragmented as the number of TV channels and other media outlets have grown at an ever increasing pace. Moreover, whereas in the not so distant past, households would often spend their evenings watching together the same TV program (and the commercial breaks that came with it), it is not uncommon nowadays that members of a modern family engage in a wide array of different activities, such as surfing and chatting on the web, answering emails, watching TV and playing videogames. As a result, we may expect that ability of traditional advertising (TV, radio, print) to reach consumers and affect them has declined over time, and advertising guru Lord Saatchi even claims "Advertising is dead".

However, there is not a single systematic study that has investigated whether advertising effectiveness has really decreased over time. This is surprising, since if it has, it means that a large fraction of advertising expenditures represent wasted resources for firms and an unnecessary burden for consumers and society.

This study aims to develop and test a new theory on whether, how and why advertising effectiveness has changed over time. Due to data set limitations, no prior study in marketing, communication or public relations has investigated whether advertising effectiveness has really declined, or whether this is just a persistent myth. We use a data set that is unique in size and scope in the literature. It comprises monthly data on over 250 brands in 50 categories over a time span of 15 years in the UK. The data set's scope is unrivalled compared to the typical data set in marketing covering a few years and a few categories. The data include sales and advertising spending on TV, radio, print, direct mail and internet. The wide variety of brands and categories allows us to not only derive new empirical generalizations on the extent (if any) of the decline in advertising effectiveness, but to also study the moderating impact of various theory-based drivers (such as media fragmentation).

REPRESENTATIVE PUBLICATIONS

Gijsenberg, M.J., Van Heerde, H.J., Dekimpe, M.G., Steenkamp, J-B.E.M., and Nijs, V.R. *Understanding the Timing and Magnitude of Advertising Spending Patterns*. Proceedings of the 37th annual conference of the European Marketing Academy, University of Brighton, UK, May 24-27, 2008.

Gijsenberg, M.J., Van Heerde, H.J., Dekimpe, M.G., Steenkamp, J-B.E.M., and Nijs, V.R. *Understanding the Timing and Magnitude of Advertising Spending Patterns*. Proceedings of the 5th annual Marketing Dynamics Conference of the Marketing Science Institute, University of Waikato, Hamilton, New Zealand, January 4-6, *forthcoming*.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Prof. Dr. Ir. Marnik Dekimpe (Tilburg University, NL, and Katholieke Universiteit Leuven, B)
- Prof. Dr. Ir. Jan-Benedict E.M. Steenkamp (Kennan-Flager Business School, University of North Carolina at Chapel Hill, USA)
- Prof. Dr. Harald J. van Heerde (Waikato Management School, University of Waikato, Hamilton, NZ)

KEY WORDS FOR R&D

Advertising
Effectiveness
Internet
Media Fragmentation
Dynamic Linear Models
Bayesian Inference

SENIOR SCIENTIST

Maarten GIJSENBERG
Maarten.Gijsenberg@fucam.ac.be Tel. 32 (0) 65 32 33 25

WEB SITE

- www.lsm.be/ccms/

Children, Marketing and Obesity

SENIOR SCIENTIST

- Claude PECHEUX

RESEARCH FIELD AND SUBJECTS

This project investigates how to promote healthy food habits among children from 8 to 12. It belongs to the field of Social Marketing (i.e., the use of Marketing to promote socially-accepted attitudes and behaviors). More precisely, the use of fear or other “threats” in Advertising and their impact on children’s attitudes and behaviors toward healthy food is studied by ways of both qualitative and quantitative (experiments) research.

SERVICES & CONSULTANCY

- PNNS
- FEVIA
- CRIOC

REPRESENTATIVE PUBLICATIONS

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Pecheux, C., Derbaix, C. and Charry, K. (2006). Enfants, Alimentation et Obésité : quels rôles pour la Publicité ?, *proceedings of the XII^{ème} Congrès International de l'Association Française du Marketing*, Nantes, May.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

Prof. Joël BREE (University of Caen and ESC Rouen) – Projet MARCO (Marketing, Children and Obesity), ANR (Agence Nationale pour la Recherche, France).

Aarhus Business School (Denmark), research center « Children, Teenagers and Families as Consumers » of MAPP and of the « Marketing and Statistics » department.

KEY WORDS FOR R&D

Social Marketing
Children as consumers
Obesity
Negative affective reactions
Advertising
Persuasion

SENIOR SCIENTIST

Claude PECHEUX
pecheux@fucam.ac.be

Tel. 32 (0) 65 32 34 14

WEB SITE

- www.lsm.be/ccms/

Children, Marketing, Culture and new technologies

SENIOR SCIENTISTS

- Claude PECHEUX
- Alain DECROP

RESEARCH FIELD AND SUBJECTS

This project has one main objective: how to sensitize children to Culture (arts). This broad topic is divided into two projects. The first one targets the various ways of learning possible (for children) inside museum settings (learning by play, learning by experience, learning by reading, etc.). Qualitative studies (with observation of children in museum settings) as well as experiments are conducted. The second project is linked to the new technologies made available and how these highly involving technologies (such as interactive play or virtual realities) could be used to promote culture among children. With the partnership of Mons 2015 and the project "J'aurai 20 ans en 2015", a cohort of children and teenagers is available and we have free access to it in order to collect qualitative and quantitative data.

SERVICES & CONSULTANCY

- Mons 2015
- Le Manège (Mons-Maubeuge)
- Microsoft

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Prof. Benny Rigaux-Bricmont, University of Laval, Québec, Canada.
- Prof. Joël Bree, University of Caen and ESC-Rouen.
- Mehdi Gherbi and Marie Kindt (PhD students, LSM, Mons Campus)
- Mons 2015 and Microsoft

KEY WORDS FOR R&D

Culture	Children as consumers
Learning	New technologies
Immersion	

SENIOR SCIENTISTS

Claude PECHEUX	
pecheux@fucam.ac.be	Tel. 32 (0) 65 32 34 14
Alain DECROP	
Alain.decrop@fundp.ac.be	Tel. 32 (0) 81 72 48 82

WEB SITE

- www.lsm.be/ccms/

Perception and preference judgments

SENIOR SCIENTIST

- Alain DECROP

RESEARCH FIELD AND SUBJECTS

In this project, we look at the formation of perception and preference judgments. The following specific questions are addressed: What are the characteristics of perceptions and preferences? What are their differences and similarities? On what types of attributes are they based? How do PPs evolve over time? Judgments are investigated in depth and dynamically in the natural context in which they occur, i.e. decision-making situations.

REPRESENTATIVE PUBLICATIONS

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Decrop, A., Snelders, D. (2007). The attribute background of destination judgments before and after the vacation experience. *Asian Journal of Tourism and Hospitality Research*, 1, 78-88.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

Prof. Dirk Snelders (Delft University of Technology, The Netherlands).

KEY WORDS FOR R&D

Judgments
Perception
Preferences
Consumer behavior
Tourism

SENIOR SCIENTIST

Alain DECROP	
Alain.decrop@fundp.ac.be	Tel. 32 (0) 81 72 48 82

WEB SITES

- www.lsm.be/ccms/
- www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle

Decision making within groups of friends

SENIOR SCIENTISTS

- Alain DECROP
- Claude PECHEUX

RESEARCH FIELD AND SUBJECTS

While decision making in groups such as families (couples, parents and children) or buying centres has driven considerable interest from marketing researchers, joint decisions by groups of friends have been neglected. This project aims at filling this gap by exploring decision-making processes within groups of friends. The objective is to understand how decisions are made within such groups, which role(s) each member of the group plays, how conflicts are solved, etc.

REPRESENTATIVE PUBLICATIONS

Decrop, A., Pecheux, C., Bauvin, G. (2004). La prise de décision dans les groupes d'amis: une étude exploratoire. *Proceedings of the 3èmes Journées Normandes de la Consommation: Société et consommations*.

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Decrop, A., Pecheux, C. (2007). La prise de décision dans les groupes d'amis: Une étude exploratoire. *Recherche et Applications en Marketing*, 22 (2).

KEY WORDS FOR R&D

Decision making
Group influences
Consumer behavior
Leisure
Qualitative research

SENIOR SCIENTISTS

Alain DECROP
alain.decrop@fundp.ac.be Tel. 32 (0) 81 72 48 82

Claude PECHEUX
pecheux@fucam.ac.be Tel. 32 (0) 65 32 33 32

WEB SITES

- www.lsm.be/ccms/
- www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle

Vacation/tourism decision making

SENIOR SCIENTIST

- Alain DECROP

RESEARCH FIELD AND SUBJECTS

This project focuses on vacation planning and decision making, which is the cornerstone of tourist behaviour and tourism marketing. Choosing and buying tourism products and services includes a lot of decisions, many of which involve complex processes. Both the generic decision to go on vacation or not and more specific travel decisions are considered in this project, from an individual and social point of view.

SERVICES & CONSULTANCY

Région Wallonne (Commissariat Général au Tourisme)
Office de Promotion du Tourisme (OPT)
Service Tourisme de la Ville de Namur
asbl Les lacs de l'Eau d'Heure

REPRESENTATIVE PUBLICATIONS

Decrop, A., Snelders, D. (2004). Planning the summer vacation : An adaptable and opportunistic process. *Annals of Tourism Research*, 31, 1008-1030.

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Decrop, A. & Kozak, M., Decision strategies in tourism evaluation. In M. Kozak and A. Decrop (eds.), *Handbook of Tourist Behavior*, London: Routledge Advances in Tourism, Forthcoming.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Prof. Metin Kozak (Mugla University, Turkey)
- Prof. Dirk Snelders (Delft University of Technology, The Netherlands).
- Prof. Ken Hyde (AUT University, New Zealand)

KEY WORDS FOR R&D

Decision making
Consumer behavior
Tourism
Qualitative research
Choice sets
Decision strategies

SENIOR SCIENTIST

Alain DECROP

Alain.decrop@fundp.ac.be

Tel. 32 (0) 81 72 48 82

WEB SITES

- www.lsm.be/ccms/
- www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle

The cultural experience: Consumer valuing processes for the performing arts

SENIOR SCIENTISTS

- Maud DERBAIX
- Alain DECROP
- Pietro ZIDDA

RESEARCH FIELD AND SUBJECTS

This research has the aim to namely bring to the fore determinants of the cultural experience's perceived value and more particularly of the performing arts' perceived value for consumers. An important qualitative study was implemented (interviews with «heavy-users» and fans) and a measurement scale of the perceived value is built. The test of a conceptual framework focusing on relationships between perceived value, perceived quality, perceived sacrifice and willingness-to-pay is in progress. Part of Maud Derbaix doctoral research.

REPRESENTATIVE PUBLICATIONS

Derbaix, M. (2003). Few Treasures Come Cheap? Pricing Assessment in the Cultural Field. *Proceedings of the 8èmes Journées de Recherche en Marketing de Bourgogne*, Dijon, Université de Bourgogne.

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PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- HEC Montréal (Chaire de gestion des arts)

KEY WORDS FOR R&D

Cultural services
Performing arts
Perceived value
Pricing
Consumer experiences

SENIOR SCIENTISTS

Maud DERBAIX	
Maud.derbaix@fundp.ac.be	Tel. 32 (0) 81 72 48 88
Alain DECROP	
alain.decrop@fundp.ac.be	Tel. 32 (0) 81 72 48 82
Pietro ZIDDA	
Pietro.zidda@fundp.ac.be	Tel. 32 (0) 81 72 48 83

WEB SITES

- www.lsm.be/ccms/
- www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle

Soccer fans: heavy symbols users

SENIOR SCIENTISTS

- Alain DECROP
- Christian DERBAIX

RESEARCH FIELD AND SUBJECTS

The consumption of soccer entails a lot of symbolism, which is often related to the colors and merchandise that are paraded by the fans. In the last five years, we have immersed in the soccer fan subculture in three European countries in order to understand why merchandise was so successful. Why do fans buy and how do they consume soccer-related tangibles (shirts, jerseys, scarves, hats, flags...)? More broadly, this research project focuses on the motives and meanings underlying fanatic consumption and on identity processes supported by material possessions.

REPRESENTATIVE PUBLICATIONS

Derbaix, C., Decrop, A., Cabossart, O. (2003). Les supporters de football: de grands consommateurs de symboles. In Remy, E., Garabua-Moussaoui, I., Desjeux, D., & Filser, M., Sociétés, Consommation et Consommateurs, Paris: L'Harmattan, 99-111.

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Decrop A., Derbaix, C., Pride in Contemporary Sport Consumption: A Marketing Perspective. Journal of the Academy of Marketing Science. Forthcoming.

AWARD

- Best Video Award : Derbaix, C., Decrop, A., Cabossart, O. (2003). Colors and scarves: Symbolic consumption by soccer fans. CONSi-mage. ACR's Film Festival

KEY WORDS FOR R&D

Fanaticism
Interpretive research
Symbols
Pride
Identity
Consumption experience
Sport consumption

SENIOR SCIENTISTS

Alain DECROP	
alain.decrop@fundp.ac.be	Tel. 32 (0) 81 724882
Christian DERBAIX	
derbaix@fucam.ac.be	Tel. 32 (0) 65 323325

WEB SITES

- www.lsm.be/ccms/
- www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle

Pricing issues in the cultural field

SENIOR SCIENTISTS

- Alain DECROP
- Maud DERBAIX
- Pietro ZIDDA

RESEARCH FIELD AND SUBJECTS

According to the seminal work of Holbrook and Hirschman (1982), cultural and artistic activities are particular types of services whose consumption mainly aims at satisfying the consumers' hedonic and aesthetic needs rather than utilitarian needs. Moreover, cultural services show other characteristics (intangibility, public funding, high consumer involvement...) that raise particular pricing issues such as price insensitivity or the question of gratuity. Such issues are examined in the context of museums, the performing arts, and popular music concerts.

SERVICES & CONSULTANCY

Service Culture de la Ville de Namur

Instima : Musées et Marketing ... ou comment élargir ses publics ? (colloque d'une journée à destination du monde académique et professionnel)

REPRESENTATIVE PUBLICATIONS

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Zidda, P., Decrop, A., Derbaix, M. (2005). La fixation de prix dans les musées. In Jean-Michel Tobelem, *La culture mise à prix*, Paris: L'Harmattan, Gestion de la Culture, 19–50.

PARTNERSHIP & SCIENTIFIC COLLABORATION

Prof. François Colbert, HEC Montréal (Chaire de gestion des arts)

KEY WORDS FOR R&D

Cultural services
Pricing
Museums
Rockonomics
Consumer experiences

SENIOR SCIENTISTS

Alain DECROP	
alain.decrop@fundp.ac.be	Tel. 32 (0) 81 72 48 82
Maud DERBAIX	
Maud.derbaix@fundp.ac.be	Tel. 32 (0) 81 72 48 88
Pietro ZIDDA	
Pietro.zidda@fundp.ac.be	Tel. 32 (0) 81 72 48 83

WEB SITES

- www.lsm.be/ccms/
- www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle

Multilevel decision making

SENIOR SCIENTIST

Alain DECROP

RESEARCH FIELD AND SUBJECTS

An overview of consumer and tourism behavior literature indicates that existing decision-making models have been dominated with horizontal approaches dealing with how decisions are made from need recognition to purchase. In this project, we want to investigate consumers' decision-making processes more thoroughly, adding a vertical (decisions are made at multiple product levels at the same time) and a transversal (how plans and decisions are made socially) perspective.

REPRESENTATIVE PUBLICATIONS

Decrop, A., & Kozak, M. (2009). Tourist decision strategies in a multi-level perspective. In A. Fyall, M. Kozak, L. Andreu, J. Gnoth, and S. Lebe (eds.), *Marketing Innovations for Sustainable Destinations* (pp.80-91), Oxford: Goodfellow Publishing.

Decrop, A., Kozak, M. (2008). Multiple levels of consumer goals in vacation decision making. In Metin Kozak, Nazmi Kozak (Eds.), *Proceedings of the 4th world conference for graduate research in tourism, hospitality and leisure* (pp. 39-49), Antalya : Anatolia.

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PARTNERSHIP & SCIENTIFIC COLLABORATION

Prof. Metin Kozak (Mugla University, Turkey).

KEY WORDS FOR R&D

Decision making
Consumer behavior
Tourism
Decision strategies
Decision goals
Multilevel analysis

SENIOR SCIENTIST

Alain DECROP

Alain.decrop@fundp.ac.be

Tel. 32 (0) 81 72 48 82

WEB SITE

- www.lsm.be/ccms/

Consumer's decision making and shopping behaviour

SENIOR SCIENTISTS

- Patricia Nisol
- Pietro Zidda
- Alain Decrop

RESEARCH FIELD AND SUBJECTS

Shopping activities are omnipresent in our daily. The consumers' choice process for shopping destinations and/or goods or services can in some cases be simple but can also be much more complex in others. Understanding this process, its modelling and the use of models for predictive purposes is crucial from a scientific as well as from a managerial standpoint.

REPRESENTATIVE PUBLICATIONS

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Zidda, P., Lockshin, L., van der Haert, S. (2008). Channel choice behavior for different Usage situations: The case of the wine product category. *Proceedings of the 4th International Wine Business Research Academy Conference*, July, Siena, Italy.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Prof. Els Gijsbrechts (Tilburg University, The Netherlands)
- Prof. Katia Campo (KULeuven, Belgium)
- Prof. Sachin Gupta (The Johnson School, Cornell University, USA).

Prof. Larry Lockshin (Erhenberg-Bass Institute for Marketing Science, University of South Australia, Adelaide).

KEY WORDS FOR R&D

Decision making
Store choice
Shopping behavior
Modelling
Retailing

SENIOR SCIENTISTS

Patricia NISOL	
Patricia.nisol@fundp.ac.be	Tel. 32 (0) 81 72 49 02
Pietro ZIDDA	
Pietro.zidda@fundp.ac.be	Tel. 32 (0) 81 72 48 83
Alain DECROP	
alain.decrop@fundp.ac.be	Tel. 32 (0) 81 72 48 82

WEB SITES

- www.lsm.be/ccms/
- www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle

Customers' store loyalty

SENIOR SCIENTIST

- Pietro ZIDDA

RESEARCH FIELD AND SUBJECTS

We study customers' store loyalty from various perspectives. We investigate the effect of the satisfaction toward rewards on behavioral (patronage frequency and share of wallet) as well as on affective store loyalty. We further explore the price sensitivity of card holders versus non holders as well as satisfied versus unsatisfied card holders. We also study the drivers of customers' adoption of a new loyalty card in the grocery retail industry. We namely investigate how factors such as store commitment, attitude towards loyalty cards, and so on affect adoption decisions as well as time of adoption.

SERVICES & CONSULTANCY

Champion/Mestdagh Retail Group : Profiling card and non-cardholders in the grocery retail industry: The case of the new loyalty card of Champion stores. This applied research aims at characterizing the holders and non-holders of a new loyalty card in the grocery retail industry.

REPRESENTATIVE PUBLICATIONS

Demoulin, N., Zidda, P., Seny, J. (2004). De l'impact de la carte de fidélité sur la fidélité à l'enseigne : Le cas de la satisfaction des clients relative au système de rétribution. *7ème Colloque Etienne THIL* (Distribution), Université de La Rochelle, La Rochelle, France.

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Demoulin, N., Zidda, P. (2006). On the differences between loyalty card adopters and nonadopters: The case of a new loyalty program in the grocery retail market. *Proceedings of the 35th European Marketing Academy (EMAC) Conference*, Athens, Greece, May 23-26.

Demoulin, N., Zidda, P. (2006). On the impact of loyalty cards on store loyalty: The case of the customers' satisfaction towards rewards. *Proceedings of the 13th International Conference on Recent Advances in Retailing and Consumer Services Science (EIRASS)*, Budapest, Hungary, July 9-12.

Demoulin, N., Zidda, P. (2008). On the impact of loyalty cards on store loyalty: Does customers' satisfaction towards rewards matter? *Journal of Retailing and Consumer Services*, 15 (5), 386–398.

Demoulin, N., Zidda, P. (2008). Drivers of customers' adoption and adoption timing of a new loyalty card in the grocery retail market. *Proceedings of the 14th International Conference on Recent Advances in Retailing and Consumer Services Science (EIRASS)*, Zagreb, Croatia, July 15-17.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Prof. Nathalie Demoulin (IESEG School of Management, Lille)

KEY WORDS FOR R&D

Adoption/Diffusion process
Loyalty/loyalty cards
Store choice
Satisfaction
Retailing
Decision making

SENIOR SCIENTIST

Pietro ZIDDA
Pietro.zidda@fundp.ac.be Tel. 32 (0) 81 72 48 83

WEB SITES

- www.lsm.be/ccms/
- www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle

Bidding Behavior in Online Auctions

SENIOR SCIENTIST

- Patrick Scarmure
- Caroline DUCARROZ

RESEARCH FIELD AND SUBJECTS

"The normative answer of how people should bid if everyone is rational is well developed and understood by economists. The descriptive answer of how people do bid is far less understood. We have to develop a general behavioral theory of auctions" claimed Gneezy in Management Science (2005). The focus of this research is in line with this assessment, and is related to bidding behavior of «amateur» bidders operating in an online marketplace and bidding for mass-market goods.

A first focus is given on the dynamic bidding process of on-line auctions, by studying the impact of signals sent by the seller during an auction on bidders' behavior and on the final auction price. Interactivity between auctioneer and participants is studied through Bayesian inference models. A second focus is given on the behavior of "real" participants bidding against robots (automatic bidding) in online English auctions. Natural experiments are used in order to analyze the behaviors of these real bidders, given that the mix of real participants and robots makes English auctions a hybrid system where robots act as in Vickrey auctions. A third focus is given on the impact of auction rules (starting bid, reserve price) on bidding behavior and on the auction prices, through lab experiments.

SERVICES & CONSULTANCY

- Online auction design and development of strategies that a seller (company) could use in order to maximize its revenue.

REPRESENTATIVE PUBLICATIONS

C. DUCARROZ, S. YANG, E. GREENLEAF (2009). *A Comprehensive, Dynamic Model of Auction Price, New Bidder Entry, and Auctioneer's Message Strategy*. INFORMS Marketing Science Conference, Michigan (USA), June 4, 2009 – June 6, 2009.

C. DUCARROZ, N. SINIGAGLIA, P. SCARMURE (2008). *Typologie de comportements des enchérisseurs en ligne et identification de comportements gagnants : application aux enchères Air France*. Reflets et Perspectives Economiques, XLVII, 2, pp.53-60.

C. DUCARROZ, S. YANG, E. GREENLEAF (2008). *The Impact of Promotional Messages during Auctions*. INFORMS Marketing

Science Conference, Vancouver, June 12, 2008 – June 14, 2008.

C. DOYEN, C. DUCARROZ, P. SCARMURE (2005). *Price Cues in Online Auctions*. Proceedings of the «34th European Marketing Academy (EMAC) Conference», Milan, Italy, 5 p.

C. DUCARROZ, P. SCARMURE, N. SINIGAGLIA (2004). *Tintin au Pays des Enchères: Information sur la Qualité et Réputation des Vendeurs*. Proceedings of the «XXe Congrès International de l'Association Française du Marketing (AFM)», Saint-Malo, France, 36 p.

AWARD

- "Best PhD Thesis Award in Direct Marketing, Distance selling and E-Commerce" (Cube Européen des Grandes Ecoles et des Universités) (2008), with the support of ESC Lille (Lille School of Management) and the French Group La Poste.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

Eric GREENLEAF, Professor of Marketing, Stern School of Business, New York University, USA.

Patrick SCARMURE, Professor of Economics, Louvain School of Management and FUCaM, Belgium.

Sha YANG, Professor of Marketing, Louvain School of Management and FUCaM, Stern School of Business, New York University, USA

KEY WORDS FOR R&D

Online Auctions
Bidders' Behavior
Messages
Auction Price
Auction rules
Robots
Bayesian inference

SENIOR SCIENTISTS

Caroline DUCARROZ
ducarroz@fucam.ac.be

Tel. 32 (0) 65 32 34 12

Patrick Scarmure
scarmure@fucam.ac.be

Tel. 32 (0) 65 32 33 01

WEB SITE

- www.lsm.be/ccms/

Adolescents and brands

SENIOR SCIENTIST

- Christian DERBAIX

RESEARCH FIELD AND SUBJECTS

This research project investigates the attitude of adolescents toward the brand as well as toward co-branding. Simultaneously we focus on enduring involvement of adolescents in categories of products and services. For attitude toward the brand and involvement, we work at developing two relevant measurement scales specially adapted to this young population. Surveys involving 1397 adolescents were conducted based on seven data collections for attitude toward the brand and five data collections for enduring involvement. The results are analyzed to produce two valid and reliable measurement scales which can be used to improve our understanding of the behavior of adolescents as consumers.

REPRESENTATIVE PUBLICATIONS

Derbaix, C. and Leheut, E., Adolescents : implication envers les produits et attitude envers les marques, *Recherche et Applications en Marketing* (2008), Vol.23, 2, 37-66.

Derbaix, C. and Pecheux C. (2006), Les mineurs, une ou plusieurs cibles ?, in *Les pratiques publicitaires à la télévision – quelques questions*, Ministère de la Communauté Française de Belgique, 30-39.

Leheut, E. (2006), The effectiveness of co-branding: the case of adolescent consumers, 6ème Colloque Doctoral de l'Association Française du Marketing, Nantes, France.

KEY WORDS FOR R&D

Adolescents
Enduring involvement
Attitude toward the brand

CO-BRANDING

SENIOR SCIENTIST

Christian Derbaix
derbaix@fucam.ac.be Tel. 00 32 (0) 65 32 33 29

WEB SITE

- www.lsm.be/ccms/

Measurement of affective reactions

SENIOR SCIENTIST

- Christian DERBAIX

RESEARCH FIELD AND SUBJECTS

This project is focused on the convergence of different verbal and non-verbal complementary tools designed to measure affective reactions elicited by marketing stimuli. Various investigation tools will be implemented: covert recording of subjects' facial expression when exposed to commercials, iconic scales and verbal scales as well as EEG (electroencephalography). The predictive power of these measurements of independent variables (affective responses) will be assessed with respect to the subjects' attitude toward the brands advertised and the intention to buy these brands. One of the goals of this research is also to substantiate or disprove the validity of current emotional verbal scales.

In a second stage, we shall look for the cerebral metabolic activity (BOLD signal) that accompanies neural processing of consumers exposed to these commercials (using functional MRI, and possibly PET scan).

REPRESENTATIVE PUBLICATIONS

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Poncin, I. and Derbaix, C., Commercials as context for other commercials: threat or Opportunity, *Journal of Advertising*, (2009), 38, 3, 33-50.

Poncin, I. and Derbaix, C. (2004), Post exposure verbal measurement is not so bad: convergence and complementarity of three methods of affective reactions' measurement, *proceedings of the 33rd EMAC Conference*, Murcia, Spain.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Prof. I. Poncin (ESC Lille)
- Prof. E. Droulers (Université de Bretagne Sud)
- Prof. B. Roullet (Université de Paris I - Sorbonne)

KEY WORDS FOR R&D

Affective reactions	Verbal measurement
Non verbal measurement	Facial expressions

SENIOR SCIENTIST

Christian Derbaix
derbaix@fucam.ac.be Tel. 00 32 (0) 65 32 33 29

WEB SITE

- www.lsm.be/ccms/

Integrated models of persuasive communication

SENIOR SCIENTIST

- Christian DERBAIX

RESEARCH FIELD AND SUBJECTS

An integrated model of persuasive communication (LISA Q) is first described. This model is based on the assumption that different pathways are possible in order to influence the consumer: the Logic or cognitive way, the Interpersonal and/or Imitation way, a way based on Sentiments and Emotions and a way triggered off by Automatism. These ways can be simultaneous and interconnected. Then, two experiments are implemented in order to test that ads “opening” more pathways or “doors” have a greater impact in terms of attitude toward the ad, attitude toward the brand and purchase intention. Moreover this research demonstrates the interactions taking place between the different pathways of LISA Q.

REPRESENTATIVE PUBLICATIONS

Derbaix, C. and Gregory P. (2004), *Persuasion : la théorie de l'irrationalité restreinte*, Economica, Paris.

Derbaix C., Gregory P., Leheut E. and Steyer A., Présentation et validation d'un modèle intégrateur des mécanismes de persuasion publicitaire, working paper (submitted to *Recherche et Applications en Marketing*).

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Prof. P. Grégory (Université Paris II – Panthéon Assas)
- Prof. A. Steyer (Université de Reims)

KEY WORDS FOR R&D

Persuasive communication
Interactions
Attitude toward the ad
Attitude toward the brand

SENIOR SCIENTIST

Christian DERBAIX
derbaix@fucam.ac.be

Tel. 00 32 (0) 65 32 33 29

WEB SITE

- www.lsm.be/ccms/

Perceived value and willingness to pay

SENIOR SCIENTIST

- Christian DERBAIX

RESEARCH FIELD AND SUBJECTS

This research is focused on the perceived content of the experience, perception of free admission and willingness-to-pay in the context of sporting events. These concepts and their relationships are empirically investigated for matches involving the Belgian basketball team. Managerial implications (concerning price policy and determinants of satisfaction) and external validity issues are underlined.

REPRESENTATIVE PUBLICATIONS

Derbaix, C., M. Derbaix, E. Leheut et G. Syenmans, Gratuité, valeur perçue et consentement à payer : le cas des spectacles sportifs (soumis pour publication à *Decisions Making*).

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Belgian Basketball Association
- Prof. M. Derbaix (Bordeaux School of Management)

KEY WORDS FOR R&D

Free admission
Perceived value
Willingness to pay
Sporting events

SENIOR SCIENTIST

Christian DERBAIX
derbaix@fucam.ac.be

Tel. 00 32 (0) 65 32 33 29

WEB SITE

- www.lsm.be/ccms/

Looking for authenticity, nostalgia and social interactions when attending performing arts' shows

SENIOR SCIENTIST

- Christian DERBAIX

RESEARCH FIELD AND SUBJECTS

When attending performing arts' shows participants are often looking for social interactions, authenticity and nostalgia. This research attempts to pinpoint the respective explanatory power of these 3 constructs as well as the one of perceived experiential value with respect to satisfaction and intention to attend again these shows. Data are collected and analyzed in the case of the (successful) come back of 60', 70' or even 80' pop idols.

REPRESENTATIVE PUBLICATIONS

Derbaix, M. and A. Decrop, Authenticity in the performing arts : a foolish quest ?, *Advances in Consumer Research*, (2007), 34, 1-6.

Derbaix, M., Consumers' valuing process for the performing arts : concepts, measures and relationships, Ph.D. thesis, FUNDP, May 2008.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Prof. M. Derbaix (IESEG School of Management, Lille)

KEY WORDS FOR R&D

Authenticity
Nostalgia
Social interactions
Perceived value

SENIOR SCIENTIST

Christian DERBAIX
derbaix@fucam.ac.be

Tel. 00 32 (0) 65 32 33 29

WEB SITE

- www.lsm.be/ccms/

Focusing on disabled consumers from a marketing perspective

SENIOR SCIENTIST

- Christian DERBAIX

RESEARCH FIELD AND SUBJECTS

This research investigates the main problems of consumers in wheelchair in contemporary consumption situations. During three years an interpretative approach has been implemented with disabled consumers, producers and retailers as informants. Key problems are underlined and possible solutions are proposed.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Agnes Lemoine, Vice-President AWIPH and President ALTEO

SENIOR SCIENTIST

Christian Derbaix
derbaix@fucam.ac.be

Tel. 00 32 (0) 65 32 33 29

WEB SITE

- www.lsm.be/ccms/

Other

Socio-economic analysis of environmental resources

SENIOR SCIENTIST

- Daniel Tyteca

RESEARCH FIELD AND SUBJECTS

How to make Natura 2000 work properly? Socio-economic, legal & ecological management (SELNAT – 2007-2009)

Feasibility of ecological networks: Ecological, economic, social and legal aspects (ECONET – 2003-2005)

REPRESENTATIVE PUBLICATIONS

Di Giusto, A. & Tyteca, D., 2004. Economic aspects of ecological networks towards improved ecosystem functions. Communication at the Eight Scientific Biennial Meeting of the International Society for Ecological Economics, «Challenging Boundaries: Economics, Ecology and Governance», organised by the Université du Québec à Montréal and Concordia University, Palais des Congrès, Montréal (Canada), 11-14 July 2004.

Tyteca, D. & Di Giusto, A., 2005. Economic valuation of ecological networks: a case study. Communication at the Sixth International Conference of the European Society for Ecological Economics (ESEE 2005): "Science and Governance - The Ecological Economics Perspective", Lisbon, 14-17 June 2005.

Tyteca, D., Hermy, M., Mahy, G., Vanthournout, E. & Haumont, F. (eds.), 2006. Feasibility of ecological networks: ecological, economic, social and legal aspects (ECONET). Final report, mixed actions, Scientific Support Plan for a Sustainable Development Policy (SPSD II), Belgian Science Policy (BELSPO), Brussels: 106 pp.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

FUSAGX, LABORATOIRE D'ÉCOLOGIE ; KULEUVEN, DEPT LAND MANAGEMENT ; AND RESOURCE ANALYSIS BV (ANTWERPEN). FINANCED BY BELGIAN SCIENTIFIC POLICY (BELSPO).

KEY WORDS FOR R&D

Socio-economic Analysis
Economic Valuation
Ecological Networks
Natura 2000
Biodiversity Conservation

SENIOR SCIENTIST

Daniel TYTECA
daniel.tyteca@uclouvain.be Tel. 32 (0) 10 47 44 88

Chapter III

Publications of the Louvain School of Management 2009

CESCM

Center for Supply Chain Management

www.lsm.be/cescm/

JOURNAL ARTICLE

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Jahns, Christopher ; Henke, Michael ; Protopappa, Margarita ; Blome, Constantin. *Die Integration von Logistik und Finance auf Basis einer Status-quo-Analyse des Logistik-Controlling*. In: *Controlling: Zeitschrift für erfolgsorientierte Unternehmenssteuerung*, Vol. 21, no.8/9, p. 425-432 (2009). <http://hdl.handle.net/2078.1/118491>

Fei, Hongying ; Meskens, Nadine ; Combes, Catherine ; Chu, Chengbin. *Endoscopy Scheduling Problem: a case study dealing with two specialized operating rooms*. In: *International Journal of Production Economics*, Vol. 120, p. 271-276 (2009). doi:10.1016/j.ijpe.2007.09.016. <http://hdl.handle.net/2078/29202>

Jourquin, Bart. *Impact of container terminal locations on the efficiency of the European intermodal freight transport market*. In: *The Fifth Conference*, , no. 3, p. 58-59 (2009). <http://hdl.handle.net/2078/115556>

Pastor, Franck ; Loute, Etienne ; Pastor, Joseph. *Limit analysis and convex programming: A decomposition*

approach of the kinematic mixed method. In: *International Journal for Numerical Methods in Engineering*, Vol. 78, no. 3, p. 254-274 (2009). doi:10.1002/nme.2483. <http://hdl.handle.net/2078.1/36146>

Pastor, Franck ; Loute, Etienne ; Pastor, Joseph ; Trillat, M.. *Mixed method and convex optimization for limit analysis of homogeneous Gurson materials: a kinematical approach*. In: *European Journal of Mechanics A - Solids*, Vol. 28, no. 1, p. 25-35 (2009). doi:10.1016/j.euromechsol.2008.02.008. <http://hdl.handle.net/2078.1/35903>

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Limbourg, Sabine ; Jourquin, Bart. *Optimal rail-road container terminal locations on the European network*. In: *Transportation Research Part E: Logistics and Transportation Review*, Vol. 45, no. 4, p. 551-563 (Juillet 2009). doi:10.1016/j.tre.2008.12.003. <http://hdl.handle.net/2078/32106>

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Roland, Benoît ; Di Martinelly, Christine ; Riane, Fouad ; Pochet, Yves. *Scheduling an operating theatre under human resource constraints*. In: *Computers & Industrial Engineering*, Vol. In Press, no. Forthcoming, p. .

(2009). doi:10.1016/j.cie.2009.01.005. <http://hdl.handle.net/2078/29167>

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CONFERENCE PAPER

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Reuter, Carsten ; Foerstl, Kai ; Blome, Constantin ; Hartmann, Evi. *Achieving competitive advantage from sustainable supplier management: Insights from the chemical industry*. The 18th IPSERA Conference (Oestrich-Winkel, du 05/04/2009 au 08/04/2009). <http://hdl.handle.net/2078.1/118597>

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Fei, Hongying ; Meskens, Nadine ; Moreau, Claire-Hélène. *Clustering of Patient's trajectories with an auto-stopped bisecting K-Medoids algorithm*. INCOM (Moscou, du 03/06/2009au 05/06/2009). <http://hdl.handle.net/2078/29174>

Agrell, Per Joakim. *Coordination, Conflict and Network Investment Incentives among National Energy Regulators*. Workshop on Energy and Environment (University of Girona, Departament d'Economia, Girona, du 02/10/2009au 02/10/2009). <http://hdl.handle.net/2078/70419>

Zhang, Zhaomin ; Riane, Fouad ; Dehombreux, Pierre ; Kilundu, Bovic ; Choteau, Frédéric. *Development of an e-Platform for Managing Maintenance Operations*. PENTOM 2009 (Autrans (Grenoble) France, du 07/12/2009au 09/12/2009). <http://hdl.handle.net/2078/29198>

Zhang, Zhaomin ; Riane, Fouad ; Dehombreux, Pierre ; Kilundu, Bovic ; Choteau, Frédéric. *Development of an e-Platform for Managing Maintenance Operations*. PENTOM 2009 (Autrans (Grenoble) France, du 07/12/2009au 09/12/2009). <http://hdl.handle.net/2078/31258>

Agrell, Per Joakim ; Bogetoft, Peter. *Double Up or The Robustness Implementation for Frontier Yardstick Regimes in Germany*. European Workshop on Productivity and Efficiency Analysis EWEP (Pisa, du 24/06/2009au 26/06/2009). <http://hdl.handle.net/2078/70417>

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Gourc ; Lamine ; Tahon, Christian ; Arbaoui ; Cordier, Jean-Philippe ; Di Mascolo ; Bistorin ; Clémentz ; Germain ; Monteiro ; Pourcel ; Chaabane, Sondes. *Genèse d'un projet sur l'ingénierie d'une plateforme interopérable pour le pilotage des prises en charge à domicile des patients à pathologie complexe*. Gestion et Ingénierie des Systèmes Hospitaliers - GISEH (du 2008/09/04 au 2008/09/06). In: *Gestion et Ingénierie des Systèmes Hospitaliers (GISEH)*, p. 721. <http://hdl.handle.net/2078/21313>

Pastor, Franck ; Loute, Etienne. *Limit analysis decomposition for parallel processing and #nite element mixed method*. Fourth International Conference on Advanced COmputational Methods in ENgineering (ACOMEN 2008) (University of Liège, du 26/05/2008 au 28/05/2008). In: , (2009). <http://hdl.handle.net/2078.1/23817>

Fei, Hongying ; Meskens, Nadine. *Mining the most representative models of patient care process with process mining methodology*. EURO (Bonn, Germany, du 05/07/2009au 08/07/2009). <http://hdl.handle.net/2078/29173>

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Fei, Hongying ; Meskens, Nadine ; el Darzi, Elia. *Performance Analysis of Ambulatory services using discrete-event simulation*. International Conference on Industrial Engineering and Systems Management (Montreal, du 13/05/2009 au 15/05/2009). <http://hdl.handle.net/2078/29175>

Hanset, Arnauld ; Duvivier, David ; Roux, Olivier ; Meskens, Nadine. *Programmation par contraintes pour l'ordonnancement d'un bloc opératoire*. 8ème congrès international de génie industriel (Tarbes, France, du 10/06/2009 au 12/06/2009). <http://hdl.handle.net/2078/29200>

Tancrez, Jean-Sébastien ; Chevalier, Philippe ; Semal, Pierre. *Queueing Networks Modelling via Time Discretization*. ORBEL'09 : 23rd Belgian Conference on Operations Research (Leuven, Belgium, du 05/02/2009 au 06/02/2009). <http://hdl.handle.net/2078/116109>

Roland, Benoît ; Cordier, Jean-Philippe ; Tancrez, Jean-Sébastien ; Riane, Fouad. *Recovery Beds and Blocking in Stochastic Operating Theatres*. IESM'2009 : International Conference on Industrial Engineering and Systems Management (Montreal, Canada, du 13/05/2009 au 15/05/2009). <http://hdl.handle.net/2078/30485>

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Roland, Benoît ; Riane, Fouad. *Symétrie et préférences des ressources dans la planification des blocs opératoires*. 10ème conférence de la Société Française de Recherche Opérationnelle et d'Aide à la Décision (ROADEF 2009) (Nancy, France, du 10/02/2009 au 12/02/2009). <http://hdl.handle.net/2078/30484>

Barthélémy, Johan ; Cornélis, Eric ; Jourquin, Bart ; Limbourg, Sabine ; Piotte, Jérémie. *The Didam framework Disaggregated demand and assignment models for combined passengers and freight transport*. BIVC-GIBET Transport Research Day (Bruxelles, du 27/05/2009). <http://hdl.handle.net/2078/32105>

Agrell, Per Joakim. *Three Strikes and Out: ACER and the Means, Ends and Limits of Regulatory Coordination*. Smart EU Energy Policy Workshop (Clingendael International Energy Programme (CIEP), Den Haag, du 29/06/2009 au 30/06/2009). <http://hdl.handle.net/2078/70418>

BOOK CHAPTER

Tancrez, Jean-Sébastien ; Roland, Benoît ; Cordier, Jean-Philippe ; Riane, Fouad. *How Stochasticity and Emergencies Disrupt the Surgical Schedule*. In: S. McClean, P. Millard, E. El-Darzi and C. Nugent, *Intelligent Patient Management*, Springer, 2009. <http://hdl.handle.net/2078/20904>

Pochet, Yves ; Van Vyve, Mathieu ; Wolsey, Laurence. *LS-LIB: A Library of tools for Solving Production Planning Problems*. In: William Cook; László Lovász; Jens Vygen, *Research Trends in Combinatorial Optimization*, Springer: Berlin Heidelberg, 2009, p. 317-346. 978-3-540-76795-4. <http://hdl.handle.net/2078/23048>

Riane, Fouad ; Roux, Olivier ; Basile, Olivier ; Dehombreux, Pierre. *Simulation Based Approaches for Maintenance Strategies Optimization*. In: Mohamed Ben-Daya, *Handbook of Maintenance Management and Engineering*, Springer: London, 2009, p. 133-153. 978-1-84882-471-3. <http://hdl.handle.net/2078/70316>

DISSERTATION

Tancrez, Jean-Sébastien. *Modelling queueing networks with blocking using probability mass fitting*, prom. : Semal, Pierre ; Chevalier, Philippe. <http://hdl.handle.net/2078.1/22161>

CESAM

Center for Studies in Asset Management

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JOURNAL ARTICLE

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Appendix

LSM JOURNAL RANKING

The objective of the LSM journal classification system is to provide guidance to members of the School with respect to orientation for part of their scientific production, to define the priority areas of publishing for LSM and to provide a tool to monitor and manage the quality and volume of scientific publication within Centers and the LSM at large.

The LSM Journal Classification System was created in 2007 based on the journal rankings of CNRS (Comité National de la Recherche Scientifique, FR) (section 37) and ABS (Association of Business Schools, UK), complemented with adjustments for journals not represented in any of the two and open arbitrage in the case of diverging classifications in the two rankings. The current version (1.4) contains 1448 journal outlets and is publicly available on the internet site.

The scope of the LSM journal classification system is to encompass:

- All peer-reviewed scientific journals within the field of management, as represented by the scientific orientation of the ILSM centers of excellence.
- Peer-reviewed scientific conference proceedings in information science.

As the number of potential items is large and increasing, the system is built on a principle for continuous expansion and inclusion of new journals based on verifiable criteria and peer judgment. The scope of 'management' is interpreted widely as far as the primary authorship of an active member of LSM of an article in a journal is seen as a strong indication that the journal covers a field related to management. Even journals that are not in any of the fields listed by the reference lists used as background sources are considered, but given a lower ranking in management as 'peripheral' journals. This mention is important as it defines the LSM journal classification system in a normative sense towards specific journals in the field of scientific concentration, which is consistent with its use as a strategic instrument to indicate where the Institute aims to make an impact. However, it also means that the system cannot be used for generic assessment of faculty productivity at e.g. a university level. Moreover, the LSM journal classification system must explicitly take into account peer-reviewed journals edited in French in certain disciplines, although these may not always be listed and ranked in the references conventionally used to measure impact and standing. As a consequence, the resulting classification will to some extent be unique and not fully apply to e.g. Anglo-Saxon management schools.

The scientific journals are ranked into 4 categories:

- A : Leading international journals
- B : Very good international journals
- C : Good specialized journals
- D : Specific journals

The following list classifies according to these 4 categories the journals that are accredited by the Louvain School of Management.

A				
Academy of Management Journal	0001-4273	A	IEEE Transactions on Information Theory	0018-9448 A
Academy of Management Review	0363-7425	A	IEEE Transactions on Neural Networks	1045-9227 A
Accounting Review	0001-4826	A	IEEE Transactions on Pattern Analysis and Machine Intelligence	0162-8828 A
Accounting, Organisations and Society	0361-3682	A	IEEE Transactions on Systems, Man, and Cybernetics, Part B: Cybernetics	1083-4419 A
ACM Transactions on Computer Systems	0734-2071	A	IEEE-ACM Transactions on Networking	1063-6692 A
ACM Transactions on Graphics	0730-0301	A	Industrial and Labor Relations Review	0019-7939 A
ACM Transactions on Software Engineering and Methodology	1049-331X	A	Industrial Relations: A Journal of Economy and Society	0019-8676 A
Administrative Science Quarterly	0001-8392	A	Information Sciences	0020-0255 A
American Economic Review	0002-8282	A	Information Systems Research	1047-7047 A
American Journal of Agricultural Economics	0002-9092	A	International Economic Review	0020-6598 A
American Journal of Political Science	0092-5853	A	International Journal of Industrial Organization	0167-7187 A
American Journal of Public Health	0090-0036	A	International Journal of Production Economics	0925-5273 A
American Journal of Sociology	0002-9602	A	International Journal of Sustainable Transportation	A
American Political Science Review	0003-0554	A	Journal of Accounting and Economics	0165-4101 A
American Psychologist	0003-066X	A	Journal of Accounting Research	0021-8456 A
American Sociological Review	0003-1224	A	Journal of Anxiety Disorders	0887-6185 A
Annales. Histoire, Sciences sociales	0395-2649	A	Journal of Applied Psychology	0021-9010 A
Annals of Statistics	0090-5364	A	Journal of Business	0021-9398 A
Annual Review of Psychology	0066-4308	A	Journal of business process management	A
Annual Review of Sociology	0360-0572	A	Journal of Business Venturing	0883-9026 A
Artificial Intelligence	0004-3702	A	Journal of Comparative Economics	0147-5967 A
British Journal of Psychology	0007-1269	A	Journal of Consumer Research	0093-5301 A
British Journal of Social Psychology	0144-6665	A	Journal of Development Economics	0304-3878 A
Brookings Papers on Economic Activity	0007-2303	A	Journal of Econometrics	0304-4076 A
Computational Linguistics	0891-2017	A	Journal of Economic Geography	1468-2702 A
Cytometry. Part A	1552-4922	A	Journal of Economic Growth	1381-4338 A
Data Mining and Knowledge Discovery	1384-5810	A	Journal of Economic History	0022-0507 A
Demography	0070-3370	A	Journal of Economic Literature	0022-0515 A
Ecological Economics	0921-8009	A	Journal of Economic Perspectives	0895-3309 A
Econometric Theory	0266-4666	A	Journal of Economic Theory	0022-0531 A
Econometrica	0012-9682	A	Journal of Economics and Management Strategy	1058-6407 A
Economic Development and Cultural Change	0013-0079	A	Journal of Environmental Economics and Management	0095-0696 A
Economic Geography	0013-0095	A	Journal of Experimental Psychology: General	0096-3445 A
Economic History Review	0013-0117	A	Journal of Finance	0022-1082 A
Economic Journal	0013-0133	A	Journal of Financial and Quantitative Analysis	0022-1090 A
Economic Theory	0938-2259	A	Journal of Financial Economics	0304-405X A
Entrepreneurship Theory and Practice	1042-2587	A	Journal of Health Economics	0167-6296 A
Entrepreneurship, Theory and Practice	1042-2587	A	Journal of Human Resources	0022-166X A
Entrepreneurship: Theory and Practice	1042-2587	A	Journal of Industrial Economics	0022-1821 A
Environment and Planning A	0308-518X	A	Journal of International Business Studies	0047-2506 A
Environment and Planning D: Society and Space	0263-7758	A	Journal of International Economics	0022-1996 A
Environmental Modelling & Software	1364-8152	A	Journal of Labor Economics	0734-306X A
Environmental Politics	0964-4016	A	Journal of Law and Economics	0022-2186 A
European Economic Review	0014-2921	A	Journal of Law, Economics and Organization	8756-6222 A
European Journal of Forest Research	1612-4669	A	Journal of Machine Learning Research	1532-4435 A
European Journal of Information Systems	0960-085X	A	Journal of Management	0149-2063 A
European Journal of Operational Research	0377-2217	A	Journal of Management Information Systems	0742-1222 A
European Journal of Political Research	0304-4130	A	Journal of Management Studies	0022-2380 A
European Journal of the History of Economic Thought	0967-2567	A	Journal of Management Studies	0022-2380 A
Foundations of Computational Mathematics	1615-3375	A	Journal of Marketing	0022-2429 A
Games and Economic Behaviour	0899-8256	A	Journal of Marketing Research	0022-2437 A
Health Economics	1057-9230	A	Journal of Monetary Economics	0304-3932 A
Health Services Research	0017-9124	A	Journal of Money, Credit and Banking	0022-2879 A
Human Computer Interaction	0737-0024	A	Journal of Occupational and Organizational Psychology	0963-1798 A
Human Relations	0018-7267	A	Journal of Operations Management	0272-6963 A
Human Resource Management	0090-4848	A	Journal of Organisational Behaviour	0894-3796 A
IEEE Pervasive Computing	1536-1268	A	Journal of Performance Measurement and Metrics	A
IEEE Transactions on Computers	0018-9340	A	Journal of Personality and Social Psychology	0022-3514 A
IEEE Transactions on Evolutionary Computation	1089-778X	A	Journal of Political Economy	0022-3808 A
IEEE Transactions on Fuzzy Systems	1063-6706	A	Journal of Product Innovation Management	0737-6782 A

Journal of Product Innovation Management	0737-6782	A
Journal of Public Administration: Research and Theory	1053-1858	A
Journal of Public Economics	0047-2727	A
Journal of Retailing	0022-4359	A
Journal of Risk and Uncertainty	0895-5646	A
Journal of Rural Studies	0743-0167	A
Journal of the Academy of Marketing Science	0092-0703	A
Journal of the ACM	0004-5411	A
Journal of the American Statistical Association	0162-1459	A
Journal of the Royal Statistical Society Series B (Methodology)		
	1369-7412	A
Journal of Urban Economics	0094-1190	A
Journal of Vocational Behavior	0001-8791	A
Journal of Web Semantics	1570-8268	A
Leadership Quarterly	1048-9843	A
Management Science	0025-1909	A
Marketing Science	0732-2399	A
Mathematical and Computer Modelling	0895-7177	A
Mathematical Programming	0025-5610	A
Mathematical Programming, Series A	0025-5610	A
Mathematics of Operations Research	0364-765X	A
Mental Lexicon		A
MIS Quarterly	0276-7783	A
Mis Quarterly	0276-7783	A
Neural Computation	0899-7667	A
Operations Research	0030-364X	A
Organization Science	1047-7039	A
Organization Studies	0170-8406	A
Organizational Behaviour and Human Decision Processes		
	0749-5978	A
Pattern Recognition	0031-3203	A
Personality and Social Psychology Bulletin	0146-1672	A
Personnel Psychology	0031-5826	A
Physical review. B, Condensed matter and materials physics		A
Plant biology	1435-8603	A
Production and Operations Management	1059-1478	A
Psychological Bulletin	0033-2909	A
Psychological Methods	1082-989X	A
Psychological Review	0033-295X	A
Public Administration Review	0033-3352	A
Public Opinion Quarterly	0033-362X	A
Quantum Information & Computation	1533-7146	A
Quarterly Journal of Economics	0033-5533	A
RAND Journal of Economics	0741-6261	A
Regional Studies	0034-3404	A
Research Policy	0048-7333	A
Review of Accounting Studies	1380-6653	A
Review of Economic Studies	0034-6527	A
Review of Economics and Statistics	0034-6535	A
Review of Financial Studies	0893-9454	A
Risk Analysis: An International Journal	0272-4332	A
SIAM Journal on Optimization	1052-6234	A
Social Policy and Administration	0277-9536	A
Social Science and Medicine	0306-3127	A
Socio-Economic Planning Sciences	0038-0121	A
Strategic Management Journal	0143-2095	A
Supply Chain Management Review		A
Transport Policy	0967-070X	A
Transportation Research Part B: Methodological	0191-2615	A
World Bank Economic Review	0258-6770	A
World Development	0305-750X	A

B		
Academy of Management Executive	0896-3789	B
Academy of Management, Learning and Education	1537-260X	B
Accounting and Business Research	0001-4788	B
Accounting Horizons	0888-7993	B
Accounting, Auditing and Accountability Journal	0951-3574	B
Accounting, Business and Financial History	0958-5206	B
ACM Computing Surveys	0360-0309	B
ACM Transactions on Database Systems (TODS)	0362-5915	B
ACM Transactions on Human-Computer Interaction (TOCHI)	1073-0516	B
ACM Transactions on Informations Systems (TOTS)	1046-8188	B
ACM Transactions on Modelling and Computer Simulation (TOMACS)	1049-3301	B
ACTA Informatica	0001-5903	B
Acta Psychologica	0001-6918	B
Advances in Applied Probability	0021-9002	B
Advances in Strategic Management	0742-3322	B
Agent Oriented Information Systems		B
American Educational Research Journal	0002-8312	B
American Journal of Psychology	0002-9556	B
American Law and Economics Review	1465-7252	B
Annales d'Economie et Statistiques	0769-489X	B
Annals of Operations Research	0254-5330	B
Annals of Probability	0091-1798	B
Annals of Regional Science	0570-1864	B
Annals of Tourism Research	0160-7383	B
Annual Review of Information Science and Technology	0066-4200	B
Antitrust Bulletin	0003-603X	B
Antitrust Law and Economics Review	0003-6048	B
Antitrust Law Journal	0003-6056	B
Applied Economics	0003-6846	B
Applied Mathematical Modelling	0307-904X	B
Applied Soft Computing	1568-4946	B
Asia Pacific Journal of Management	0217-4561	B
Asian Journal of Social Psychology	1367-2223	B
Astin Bulletin	0515-0361	B
Auditing: A Journal of Practice and Theory	0278-0380	B
Behavioral Research in Accounting	1050-4753	B
Behaviour and Information Technology		B
British Accounting Review	0890-8389	B
British Educational Research Journal	0141-1926	B
British Journal of Industrial Relations	0007-1080	B
British Journal of Management	1045-3172	B
British Journal of Political Science	0007-1234	B
British Journal of Sociology	0007-1315	B
Business History	0007-6791	B
Business History Review	0007-6805	B
California Management Review	0008-1256	B
Cambridge Journal of Economics	0309-166X	B
Canadian Journal of Economics	0008-4085	B
CESifo Economic Studies	1610-241X	B
China Economic Review	1043-951X	B
Climate Policy	1469-3062	B
Communications of the ACM	0001-0782	B
Comptabilité Contrôle Audit	1262-2788	B
Computational Intelligence	0824-7935	B
Computer	0018-9162	B
Computers & Education	0360-1315	B
Computers & Operations Research	0305-0548	B
Computers and Operations Research	0305-0548	B
Connection Science	0954-0091	B

Contemporary Accounting Research	0823-9150	B	Health Affairs	0278-2715	B
Critical Perspectives on Accounting	1045-2354	B	Health Policy	0168-8510	B
Critical Review	0891-3811	B	History of Political Economy	0018-2702	B
Cyberpsychology & Behavior	1094-9313	B	Human Performance	0895-9285	B
Decision Sciences	0011-7315	B	Human Resource Management Journal	0954-5395	B
Decision Support Systems	0167-9236	B	Human Resource Management Review	1053-4822	B
Development and Change	0012-155X	B	i-Com		B
Distributed Computing	0178-2770	B	IBM Systems Journal	0018-8670	B
Econometrics Journal	1368-4221	B	IEEE Internet Computing	1089-7801	B
Economic and Industrial Democracy	0143-831X	B	IEEE Network	0890-8044	B
Economic Development Quarterly	0891-2424	B	IEEE Software	0740-7459	B
Economic Inquiry	0095-2583	B	IEEE Transaction on Systems, Man and Cybernetics - A	1083-4427	B
Economic Modelling	0264-9993	B	IEEE Transaction on Systems, Man and Cybernetics - C	1094-6977	B
Economic Policy	0266-4658	B	IEEE Transactions on Engineering Management	0018-9391	B
Economica	0013-0427	B	IEEE Transactions on Knowledge & Data Engineering	1041-4347	B
Economics and Philosophy	0266-2671	B	IEEE Transactions on Mobile Computing	1536-1233	B
Economics Letters	0165-1765	B	IEEE Transactions on Multimedia	1520-9210	B
Economics of Education Review	0272-7757	B	IEEE Transactions on Reliability	0018-9829	B
Economics of Transition	0967-0750	B	IEEE Transactions on Software Engineering	0098-5589	B
Economy and Society	0308-5147	B	IEEE Wireless Communications	1536-1284	B
Energy Economics	0140-9883	B	IMF: Staff Papers	1020-7635	B
Energy Journal	0195-6574	B	Industrial and Corporate Change	0960-6491	B
Energy Policy	0301-4215	B	Industrial Law Journal	0305-9332	B
Engineering Applications of Artificial Intelligence	0952-1976	B	Industrial Marketing Management	0019-8501	B
Engineering Fracture Mechanics	0013-7944	B	Information and Management	0378-7206	B
Entrepreneurship and Regional Development	0898-5626	B	Information and Organization	0959-8022	B
Environment and Planning B: Planning and Design	0308-2164	B	Information Processing & Management	0306-4573	B
Environment and Planning C: Government and Policy	0263-774X	B	Information Systems	0306-4379	B
Environmental and Resource Economics	0924-6460	B	Information Systems Journal	1350-1917	B
Environmental and Resource Economics	0924-6460	B	INFORMS Journal on Computing	1526-5528	B
Environmental Modelling and Assessment	1420-2026	B	International and Comparative Law Quarterly	0020-5893	B
European Accounting Review	0963-8180	B	International Journal for Numerical Methods in Engineering		
European Finance Review	1382-6662	B		0029-5981	B
European Financial Management	1354-7798	B	International Journal of Accounting	0020-7063	B
European Journal of Industrial Relations	0959-6801	B	International Journal of Electronic Commerce	1086-4415	B
European Journal of International Law	1464-3586	B	International Journal of Engineering Education	0949-149X	B
European Journal of Political Economy	0176-2680	B	International Journal of Flexible Manufacturing Systems		
European Journal of Social Psychology	0046-2772	B		0920-6299	B
European Journal of Sociology	0003-9756	B	International Journal of Forecasting	0169-2070	B
European Review of Agricultural Economics	0165-1587	B	International Journal of Game Theory	0020-7276	B
European Review of Economic History	1361-4916	B	International Journal of High Performance Computing Applications		
European Sport Management Quarterly	1618-4742	B		1094-3420	B
European Urban and Regional Studies	0969-7764	B	International Journal of Human Resource Management		
Evolutionary Computation	1063-6560	B		0958-5192	B
Experimental Economics	1386-4157	B	International Journal of Human-Computer Studies	1071-5819	B
Expert Systems with Applications	0957-4174	B	International Journal of Industrial and Systems Engineering		
Explorations in Economic History	0014-4983	B		1748-5037	B
Feminist Economics	1354-5701	B	International Journal of Management & Organisation		B
Finance	0752-6180	B	International Journal of Management Reviews	1460-8545	B
Finance and Stochastics	0949-2984	B	International Journal of Operations and Production Management		
Financial Accountability and Management	0267-4424	B		0144-3577	B
Financial Analysts Journal	0015-198X	B	International Journal of Production Research	0020-7543	B
Financial Management	0046-3892	B	International Journal of Research in Marketing	0167-8116	B
Financial Markets, Institutions and Instruments	0963-8008	B	International Journal of Selection and Assessment	0965-075X	B
Financial Review	0732-8516	B	International Journal of Uncertainty, Fuzziness and Knowledge-Based Systems		B
Futures	0016-3287	B	International Regional Science Review	0160-0176	B
Fuzzy Sets & Systems	0165-0114	B	International Review of Financial Analysis	1057-5219	B
Geneva Risk and Insurance Review	1554-964X	B	International Review of Industrial and Organizational Psychology		
Governance: An International Journal of Policy and Administration				0886-1528	B
	0952-1985	B	International Review of Law and Economics	0144-8188	B
Group and Organization Management	1059-6011	B	International Small Business Journal	0266-2426	B
Group Decision and Negotiation	0926-2644	B	International Tax and Public Finance	0927-5940	B
Harvard Business Review	0017-8012	B			

Journal of Accounting and Public Policy	0278-4254	B	Journal of Social Policy	0047-2794	B
Journal of Accounting Literature	0737-4607	B	Journal of Statistical Software	1548-7660	B
Journal of Accounting, Auditing and Finance	0148-558X	B	Journal of Strategic Information Systems	0963-8687	B
Journal of Advertising	0091-3367	B	Journal of the American Society for Information Science and Technology	1532-2882	B
Journal of Advertising Research	0021-8499	B	Journal of the Association of Information Systems (JAIS)	1536-9323	B
Journal of African Economies	0963-8024	B	Journal of the European Economic Association (JEEA)	1542-4766	B
Journal of Applied Econometrics	0883-7252	B	Journal of the History of Economic Thought	1042-7716	B
Journal of Banking and Finance	0378-4266	B	Journal of the Operational Research Society	0160-5682	B
Journal of Behavioural Decision Making	0894-3257	B	Journal of the Royal Statistical Society Series A (Statistics in Society)	0964-1998	B
Journal of Business and Economic Statistics	0735-0015	B	Journal of Transport Economics and Policy	0022-5258	B
Journal of Business Ethics	0167-4544	B	Journal of Visual Languages and Computing	1045-926X	B
Journal of Business Finance and Accounting	0306-686X	B	Journal of World Business	1090-9516	B
Journal of Business Research	0148-2963	B	Kyklos	0023-5962	B
Journal of Business Venturing	0883-9026	B	Labour Economics	0927-5371	B
Journal of Computational and Applied Mathematics	0377-0427	B	Land Economics	0023-7639	B
Journal of Computational and Applied Mathematics		B	Leisure Sciences	0149-0400	B
Journal of Computer and System Sciences	0022-0000	B	Lifetime Data Analysis : an international journal devoted to the methods and applications of reliability and survival analysis	1380-7870	B
Journal of Consumer Psychology	1057-7408	B	Long Range Planning	0024-6301	B
Journal of Corporate Finance	0929-1199	B	M@n@gement	1286-4892	B
Journal of Cross-Cultural Psychology	0022-0221	B	Machine Learning	0885-6125	B
Journal of Database Management	1063-8016	B	Macroeconomic Dynamics	1365-1005	B
Journal of Development Studies	0022-0388	B	Management Accounting Research	1044-5005	B
Journal of Economic Behaviour and Organization	0167-2681	B	Management Learning	1350-5076	B
Journal of Economic Dynamics and Control	0165-1889	B	Manufacturing and Service Operations Management (M&SOM)	1523-4614	B
Journal of Economic Methodology	1350-178X	B	Marketing Letters	0923-0645	B
Journal of Economic Surveys	0950-0804	B	Mathematical Finance	0960-1627	B
Journal of Empirical Finance	0927-5398	B	Mathematical Social Sciences	0165-4896	B
Journal of Epidemiology & Community Health	0143-005X	B	Medical Care	0025-7079	B
Journal of European Public Policy	1350-1763	B	Medical Decision Making	0272-989X	B
Journal of European Social Policy	0958-9287	B	Milbank Memorial Fund Quarterly - The Milbank Quarterly	0887-378X	B
Journal of Evolutionary Economics	0936-9937	B	MIT Sloan Management Review	0019-848X	B
Journal of Experimental Psychology: Human Perception and Performance	0096-1523	B	National Tax Journal	0028-0283	B
Journal of Experimental Psychology: Learning, Memory and Cognition	0278-7393	B	Naval Research Logistics	0894-069X	B
Journal of Experimental Social Psychology	0022-1031	B	Neural Networks	0893-6080	B
Journal of Financial Intermediation	1042-9573	B	New Phytologist	0028-646X	B
Journal of Financial Markets	1386-4181	B	New Technology, Work and Employment	0268-1072	B
Journal of Financial Research	0270-2592	B	Non-Profit and Voluntary Sector Quarterly	0899-7640	B
Journal of Forecasting	0277-6693	B	Omega: The International Journal of Management Science	0305-0483	B
Journal of Futures Markets	0270-7314	B	Operations Research Letters	0167-6377	B
Journal of Global Information Management	1062-7375	B	Optimization Letters	1862-4472	B
Journal of Information Technology	0268-3962	B	OR Spectrum	0171-6468	B
Journal of Institutional and Theoretical Economics	0932-4569	B	Organization	1350-5084	B
Journal of International Economic Law	1369-3034	B	Organizational Dynamics	0090-2616	B
Journal of International Financial Markets, Institutions and Money	1042-4431	B	Organizational Research Methods	1094-4281	B
Journal of International Money and Finance	0261-5606	B	Oxford Bulletin of Economics and Statistics	0305-9049	B
Journal of Legal Studies	0047-2530	B	Oxford Economics Papers	0030-7653	B
Journal of Macroeconomics	0164-0704	B	Oxford Journal of Legal Studies	1464-3820	B
Journal of Management Inquiry	1056-4926	B	Oxford Review of Economic Policy	0266-903X	B
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Accounting Historians Journal	0148-4184
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American Statistician	0003-1305
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Transportation	0049-4488	C
Transportation Planning and Technology	0308-1060	C
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Urban Affairs Quarterly	0042-0816	C
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World Competition. Law and Economics Review	1011-4548	C
World Trade Review	1474-7456	C
Yale Journal on Regulation	0741-9457	C

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4OR: A Quarterly Journal of Operations Research	1619-4500	D
Academy of Management, Montréal		D
Academy of Marketing Studies Journal	1528-2678	D
Active Learning in Higher Education	1469-7874	D
Actualité économique	0001-771X	D
Advances in International Marketing	1474-7979	D
Advancing Women in Leadership	1093-7099	D
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Agricultural and Resource Economics Review	1068-2805	D
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Annals of Actuarial Science	1748-4995	D
Applied Health Economics and Policy	1175-5652	D
Applied Stochastic Models in Business and Industry	1524-1904	D
Asia Pacific Journal of Operations Research	0217-5959	D
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Asian Development Review	0116-1105	D
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Asian Review of Accounting	1321-7348	D
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Australasian Marketing Journal	1320-1646	D
Australian Accounting Review	1035-6908	D
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British Food Journal	0007-070X	D

British medical journal		D
Brussels Economic Review / Cahiers Economiques de Bruxelles	0008-0195	D
Bulletin for International Taxation		D
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Bulletin Luxembourgeois des questions sociales		D
Bulletin of the World Health Organization	0042-9686	D
Business and Economic History	0849-6825	D
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Business and Society Review	0045-3609	D
Business Communication Quarterly	1080-5699	D
Business Economics	0007-666X	D
Business Horizons	0007-6813	D
Business Process Management Journal	1463-7154	D
Business Strategy Review	0955-6419	D
C.D.E.		D
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Cahiers Scientifiques du Transport	1150-8809	D
Career Development International	1362-0436	D
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Empirica	0340-8714	D	International Journal of Bank Marketing	0265-2323	D
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Ethica clinica	1372-7974	D	International Journal of Entrepreneurship and Innovation Management (I)	1368-275X	D
European Journal of Development Research	0957-8811	D	International Journal of Entrepreneurship Education	1528-2651	D
European Journal of Innovation Management	1460-1060	D	International Journal of Environment and Pollution	0957-4352	D
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IEEE Transactions on Services Computing	1939-1374	D	International Journal of Strategic Change Management	1740-2859	D
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Journal of Information and Knowledge Management	0305-5728 D	LSM Alumni-Connect	D
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Management and Organization Review	1740-8776 D	Revue de l'OFCE	1265-9576 D
Management Decision	0025-1747 D	Revue de la régulation	1957-7796 D
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Managing Leisure	1360-6719 D	Revue Internationale de Psychosociologie	D
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Marketing Intelligence and Planning	0263-4503 D	RH Tribune	D
Marketing Management	1061-3846 D	"RIESGO 2009", Fundacion MAPFRE, Cuardenos de la Fundacion	D
Marketing Review	1469-347X D	RIPME	n/a D
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Uwf (Umweltwirtschaftsforum)		D	Revue d'Histoire des Sciences Sociales		E
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Accountancy Bedrijfskunde	0770-7142	E			
ASBL Actualités		E			
Assurances et Gestion des Risques	1705-7299	E			
Belgian Actuarial Bulletin	2190-9733	E			
Belgium. Ministerie van Financien. Documentatieblad	0779-8601	E			
Bizz Magazine		E			
Brussels Studies	na	E			
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Bulletin de documentation / Service public fédéral finances. Service d'études et de documentation. Belgique		E			
Diritto delle Relazioni Industriali	1121-8762	E			
Discrete Mathematics	0012-365X	E			
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Emac Chronicle		E			
European Taxation -Amsterdam-	0014-3138	E			
Finance Letters	1740-6242	E			
Finance Management - CFO Magazine		E			
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Gestions Hospitalières	0016-9218	E			
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Journal Europaischer Orchideen : Mitteilungsblatt des AHO Baden-Württemberg	0945-7909	E			
Journal of European Orchids		E			
Journal of Mathematical Inequalities	1846-579X	E			
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