



2016

Research Report

<http://uclouvain.be/lourim>

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Introduction – the word of the President

Since 2010, research and teaching have been split in the governance structure of the Université catholique de Louvain (UCL). The Louvain Research Institute in Management and Organizations (**LouRIM**) is one of the research institutes created further to this restructuration. It hosts the research of almost one hundred members located on two campuses, i.e. Louvain-la-Neuve and Mons, and active in fields as varied as

LouRIM aims at being a dynamic environment for researchers active in applied and fundamental research in management and organizational processes, willing to produce and share their knowledge at the international level.

accounting, audit and control, marketing, corporate social responsibility, strategy, entrepreneurship, innovation, human resources management, organizational behaviour, information systems, critical management studies or change management.

2016 has seen some further changes. New internal regulations and governance principles for LouRIM were agreed upon. This also led to a change of name and mission. LouRIM's mission is to be a dynamic environment for researchers active in applied and fundamental research in management and

organizational processes, willing to produce and share their knowledge at the international level.

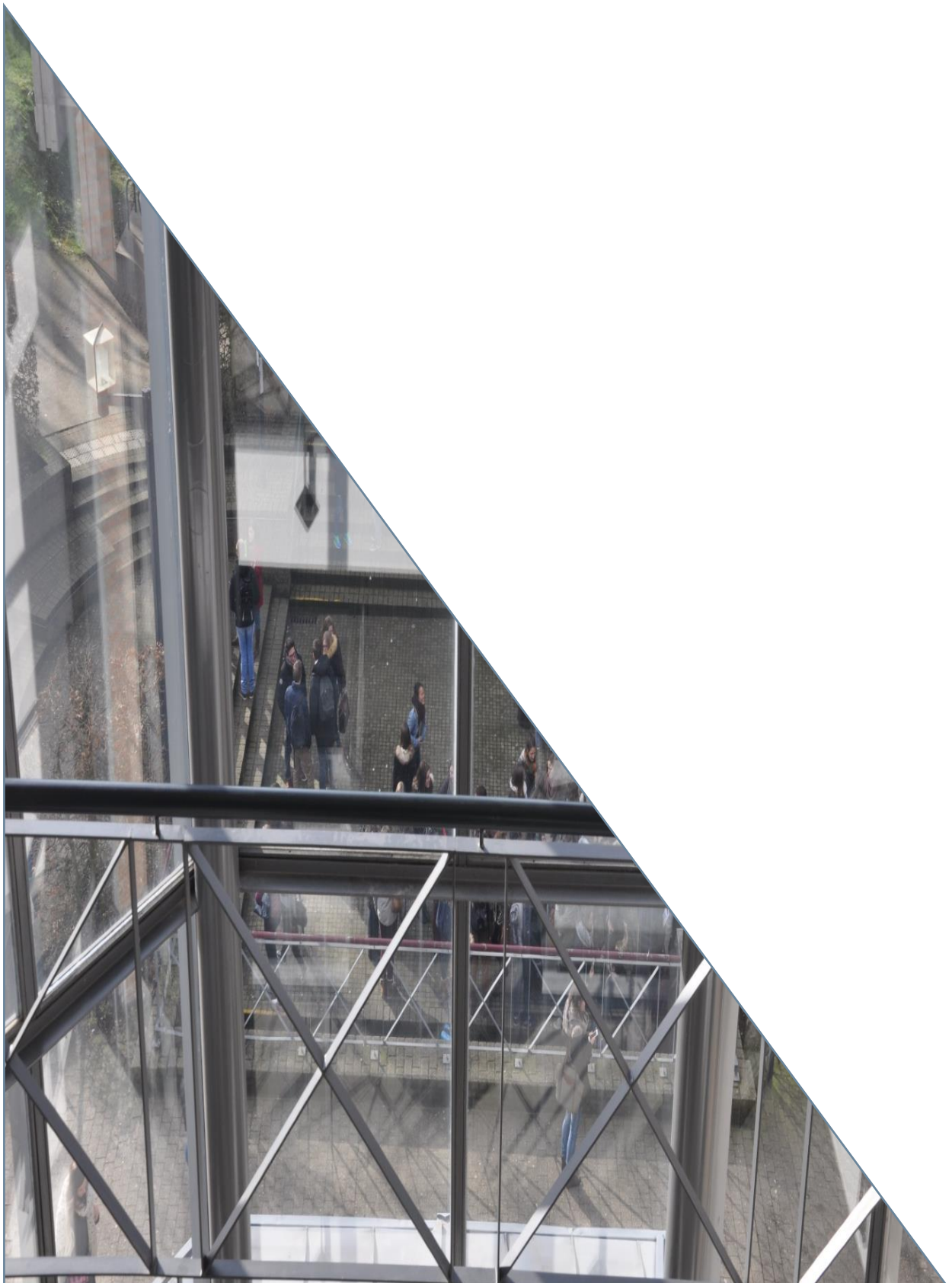
This report summarizes the activities of the Institute and of its members in 2016.

It is structured as follows. The first part introduces the staff. It starts with a short presentation of the professors representing the back bone of the institute, and then lists the members of our scientific and administrative staff. The second part describes the scientific output of the members, with the various ongoing projects and the doctoral theses. We then give an overview of scientific activities, with the attended and organized conferences in Part 3 and the awards received by the members in Part 4. This report ends with the publications list of the year.



**FRANK JANSSEN, LOURIM
PRESIDENT**

1. Presentation of the Institute



1.1. Research Themes

The Louvain Research Institute in Management and Organizations (LouRIM) is devoted to theoretical and applied, empirical and experimental studies of management of private and public organizations, including but not limited to research on internal and external functional management processes that are present in all enterprises and organizations.

Since management is characterized by its multiple facets, dynamics and interdependence with resources, process and product development, it requires multiple approaches in terms of functional orientation, research methodology and focus. The Institute has around 30 faculty members and 60 researchers active in the fields of accounting, audit and control, marketing, corporate social responsibility, strategy, entrepreneurship, innovation, human resources management, organizational behaviour, information systems, critical management studies or change management.

2016 Figures

30 CORE FACULTY MEMBERS

61 RESEARCHERS

26 ARTICLES IN INTERNATIONAL JOURNALS

33 ARTICLES IN INTERNATIONAL CONFERENCES

13 BOOK CHAPTERS

3 BOOKS

8 PHD THESES

Brief presentation

Name	Louvain Research Institute in Management and Organizations (LouRIM)		
President	Frank Janssen		
CAI/GdR	Sylvie Baudine		
President of the Council:	Yves De Rongé		
Board members:	Karine Charry, Sylvie Baudine, Guilhem Bascle, Roxane De Hoe, Laetitia Delhaze, Frank Janssen (President), Manuel Kolp, Gerrit Sarens, Valérie Swaen		
Address	Place des Doyens, 1 bte L0.01.02 1348 Louvain-la-Neuve		
Site web	https://uclouvain.be/en/research-institutes/lourim		
Size¹	95 full members	30 professors	
		36 teaching assistants	
		20 researchers on projects	
		2 permanent scientific staff members	
		3 external grant holders	
		4 administrative staff members	
	28 affiliated members	17 professors	
		1 teaching assistant	
		10 scientific co-operators	

¹ Figures as of 31.12.2016

Research groups



Based on a historical experience in Information Systems education and research in our different universities, **CEMIS** is devoted to the continuous development of high-level competencies and expertise 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 (ea. 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 stakeholders (as e-business days, for instance).

The expertise of the group members enables the study of organisational information systems both from a managerial 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 aim 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 services, 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 intends to contribute to this development.

<https://uclouvain.be/en/research-institutes/lourim/cemis>

CERMA's research themes encompass:

- The understanding of consumers' expectations, attitudes and behaviours through a pluri-disciplinary approach (psychology, sociology, anthropology, economic);
- The analysis of responsible marketing strategies in relation with the sustainable development and corporate social responsibility;
- The analysis of relational marketing at a strategic and operational level (data mining, multi-channel communication).



The CERMA encourages both conceptual and empirical research, multi-disciplinarity and methodological eclecticism. Quantitative and qualitative studies are equally valued. Its activities 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 guest professors, involvement in national and international research networks, organization of seminars and symposia, and business partnerships.

The CERMA, together with the Centre for Research on Consumption and Leisure - CeRCLe (Université de Namur, UNamur), built the inter-university Centre on Consumers and Marketing Strategy (CCMS). The CCMS provides a platform for furthering fundamental and applied research as well as doctoral training in the area of consumer behaviour and marketing strategy. The activities of the CCMS are expected to enhance the respectability of marketing as an academic discipline and improve the national and international visibility of the Centre as well as the Founding Centres and Universities.

<https://uclouvain.be/en/research-institutes/lourim/cerma>



Organizations are constantly challenging their strategic capabilities and their management skills. Small or large, hi or low tech, they all incorporate innovation and change in their core business practices. The mission of **CRECIS** is to explore innovative strategies and to draw up strategic implications for the future of European corporations.

We offer a unique multidisciplinary scientific expertise and help decision makers to develop strategic capabilities based upon innovativeness and change in a turbulent environment. In particular, we develop an original approach focusing on three dimensions:

- The management of organizations and human resources, promoting innovative strategies;
- The role of entrepreneurial and responsible behaviours;
- The dynamics of organizational change and crises management.

<https://uclouvain.be/en/research-institutes/lourim/crecis>

Louvain Critical Management group (**LCM**) is a reflection and research group composed of researchers sharing a same wish to act on society, management practices as well as the idea of the human being at work. Researchers, PhD students and professors meet to study, discuss, exchange on critical prospect in management. Critical prospects in management are a pluralist intellectual movement organising an interdisciplinary dialogue on company management and work organisation. In particular, it aims at systematically question the obviousness sharing about management and



propose alternatives. Developed inside management schools, critical studies in management aim at transforming research and thought inside these institutions and contribute to transforming management practices drawing them to more respect of the human being. They are thus epistemological and methodological critiques based on dominating theories and management practices.

<https://uclouvain.be/en/research-institutes/lourim/louvain-critical-management-group.html>

Associate Research Centre



CIRTES is an interdisciplinary research centre aiming at analysing the inequality of social relations in the work environment, their effects on the society as well as the public policies and social processes available to cope with them.

The studied processes thus impact the people, the organizations and the public action.

The research developed inside CIRTES integrate the following elements:

- Enforcement of an interdisciplinary approach from social-economy, social psychology, socio-political analysis, sociology, law,
- Theoretical constructions in close link with empirical research,
- Quantitative and qualitative research methodology,
- Development of international networks and local partnerships,
- Consideration of the society issues in the scientific questioning

Beside the research projects and the supervision of PhD dissertation, CIRTES organises seminars and workshop to favour sharing and diffusion of new knowledge. The centre also manages a series of research notebooks, “les cahiers du Cirtes”, publishing the results of research in the field.

<https://uclouvain.be/fr/chercher/cirtes>

1.2. People

1.2.1 Professors

Full members



Ina Aust-Gronarz is Professor of Human Resource Management specialized in Corporate Social Responsibility and sustainability. She holds a PhD in Human resource Management from the University of Brême. Her research focuses on Sustainable HRM/sustainability and HRM, global leadership, paradoxes and tensions in HRM, and on international HRM.

<https://uclouvain.be/fr/repertoires/ina.aust>

Guilhem Bascle is a tenured Assistant Professor of Strategic Management in the Department of Strategy and Organization. He holds a PhD in Strategy from HEC Paris. His research and teaching focus on Strategy and Corporate Governance, and organizational responses to external expectations.

<https://uclouvain.be/fr/repertoires/guilhem.bascle>



Karine Charry is a professor of Marketing. She holds a PhD. In Management Sciences from the FUCaM (Mons, Belgium) . Her research interests are in the field of social marketing (use of theories and practices to the service of ideas favorable to individuals and societies), children as consumers and consumers' empowerment in the digital era.

<https://uclouvain.be/fr/repertoires/karine.charry>

Regis Coeurderoy is a professor of strategic management. He holds a PhD in Strategic Management from HEC Paris. His research interests focus on international entrepreneurship and governance innovation.

<https://uclouvain.be/fr/repertoires/regis.coeurderoy>





Eric Cornuel is a professor of strategic management. He holds a PhD in Management from Paris Dauphine University. His research interests focus on strategy, international management and entrepreneurship.

<https://uclouvain.be/fr/repertoires/eric.cornuel>

Chantal de Moerloose is a professor of marketing and methodology. She holds a PhD in Management Sciences from the Université catholique de Louvain. She runs a MOOC "Découvrir le marketing" on EdX.

<https://uclouvain.be/fr/repertoires/chantal.demoerloose>



Yves De Rongé is a professor of audit and accounting. He holds a PhD in Applied Economics from the Université catholique de Louvain. His research interests focus on the new principles of management and regenerative economy.

<https://uclouvain.be/fr/repertoires/yves.deronge>

Nathalie Delobbe is a professor of organizational behaviour and human resources management. She holds a PhD in Psychology from the Université catholique de Louvain. Her research interests focus on human capital acquisition, retention and development.

<https://uclouvain.be/fr/repertoires/nathalie.delobbe>



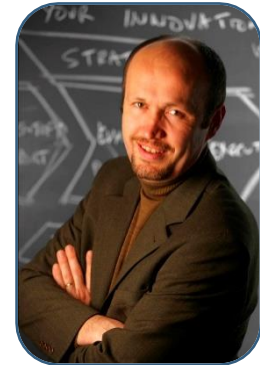


Caroline Ducarroz is a professor of Marketing. She holds a PhD in Management Sciences from the Catholic University of Mons (FUCaM). Her research interests mainly concern (1) auction systems and bidders' behaviour and (2) recommendation systems in the mass-retailing sector.

<https://uclouvain.be/fr/repertoires/caroline.ducarroz>

Benoit Gailly is a professor of innovation management and strategy. He holds a PhD in Applied Sciences from the Université catholique de Louvain, a European Master's degree in Society, Science and Technology from Roskilde University and an MBA from INSEAD. His research focuses on innovation-based strategies and innovation and entrepreneurship support systems.

<https://uclouvain.be/fr/repertoires/benoit.gailly>



Dominique Helbois is a professor in Audit and Management Control, also Director of "Atelier des FuCAM". His principal research is related to successional planning and the creation of a software of planning in collaboration with the University of Namur. His research also relates to the computer crime and the control of the computerized countable systems.

<https://uclouvain.be/fr/repertoires/dominique.helbois>

Julie Hermans is an Assistant Professor in Entrepreneurship. She holds a PhD in Management Sciences from the University catholique de Louvain. Her research focuses on entrepreneurial decision-making in business contexts characterized by multiple-goal pursuit such as innovation (exploration-exploitation), growth (development-consolidation), and social enterprises (commercial goals-social mission).

<https://uclouvain.be/fr/repertoires/julie.hermans>





Amélie Jacquemin is an assistant professor in Entrepreneurship. She holds a Master in Law (2001) and a PhD in management science (2012). For several year, she was a lawyer at the Brussels Bar (Belgium). Her research interests include Entrepreneurship, Business Regulations and Policies, and SMEs' Behaviours. She is an Associate Editor of la *Revue de l'Entrepreneuriat*.

<https://uclouvain.be/fr/repertoires/amelie.jacquemin>

Frank Janssen is a professor of entrepreneurship. He holds a Master in Law, a Master in Economics, an MBA and a PhD in Management. His research interests and recent publications are in the fields of firm growth, social entrepreneurship, entrepreneurial motivations, entrepreneurship and regulation, as well as entrepreneurial pedagogy.

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Nicolas Kervyn is currently an assistant professor of marketing. He holds a PhD in Social Psychology from the Université catholique de Louvain. His research interests include brand perception, consumer behaviour and intergroup relations.

<https://uclouvain.be/fr/repertoires/nicolas.o.kervyn>

Manuel Kolp is a Professor in IT Management and Information Systems. He holds a PhD in Information Sciences from the Université libre de Bruxelles. His main expertise is related to Information Systems Analysis and Design, Software Project Management, Business Process and Requirements Modeling and Agent-Oriented Systems.

<https://uclouvain.be/fr/repertoires/manuel.kolp>





Nadine Meskens is a professor of supply chain. She holds a PhD in automatism and human information systems. Her research interests focus on hospital management modelling.

<https://uclouvain.be/fr/repertoires/nadine.meskens>

Claude Pecheux is a professor of marketing. She holds a PhD in Management Sciences from Catholic University of Mons (FUCAM). Her main research interests focus on marketing communication towards children, relations between advertising and children.

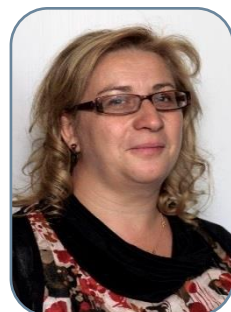


Gordy Pleyers is a professor of marketing. He holds a PhD from the Université catholique de Louvain on influence processes in marketing and consumer psychology. His main research interests focus on consumer psychology and behavior, influence processes on emotions ...

<https://uclouvain.be/fr/repertoires/gordon.pleyers>

Ingrid Poncin is a professor of marketing. She is in charge of the IPM_DIGITAL MARKETING CHAIR. She received the “Gouverneur Cornez Award” for her PhD in marketing. She is a qualified researcher (HDR) from Lille II University. Her research interests concern use and measurement of affect in marketing, Digital marketing, Gamification, multichannel consumer behaviour, virtual agent/avatars, Consumer adoption of new technologies and Consumer experience in the Digital world...

<https://uclouvain.be/fr/repertoires/ingrid.poncin>





Anne-Catherine Provost is a professor of accounting and performance management. She holds a Ph.D. in Management Sciences from the Université catholique de Louvain. Her research focuses on performance management systems (in particular in the healthcare industry) as well as on innovation resulting from public-private partnerships.

<https://uclouvain.be/fr/repertoires/anne-catherine.provost>

Gerrit Sarens is a professor in financial accounting, management accounting and auditing. He holds a PhD from the University of Ghent. His research interests focus on internal auditing and corporate governance.

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Patrick Scarmure is a professor of Economics. He holds a PhD in risk theory from Toulouse School of Economics. His research interests focus on industrial organization.

<https://uclouvain.be/fr/repertoires/patrick.scarmure>

Isabelle Schuiling is a professor of marketing and covers in particular International Marketing and Brand Management topics. She holds a PhD in Management Sciences (UCL) and an MBA from the University of Chicago. Her research focuses on the management of brands at an international level.

<https://uclouvain.be/fr/repertoires/isabelle.schuiling>





Pierre Semal is a professor of supply chain management. He holds a PhD in Applied Sciences from the Université catholique de Louvain. His research interests focus on solution methods for analytical and numerical models of stochastic processes, development of algorithms for the optimization of cost and performance of various systems with a main focus on telecommunication network design and control.

<https://uclouvain.be/fr/repertoires/pierre.semal>

Valérie Swaen is a professor of Marketing. She holds a PhD in Management Sciences from the Université catholique de Louvain and teaches marketing and corporate social responsibility (CSR). Her research interests include relationship marketing, consumer behaviour, CSR and more specifically consumers' reactions to CSR communication.

<https://uclouvain.be/fr/repertoires/valerie.swaen>



Laurent Taskin is a professor of Human Resource and Organization Studies. He holds a PhD in Management Sciences. He is the professor in charge of the LaborRH Chair in Human management and labour transformations. His research focuses on critical approaches to management in the context of new forms of work organization. Laurent is also Editor-in-chief of the International Journal of Work Innovation.

<https://uclouvain.be/fr/repertoires/laurent.taskin>

Jean Vanderdonckt is a Professor of Computer Sciences. He holds a Master and an teaching habilitation in Mathematics, a Master in Computer Sciences and a PhD in Sciences from University of Namur, a post-doc from Univ. of Lille 1 (1998) and has been the Head of the Louvain Interaction Laboratory (LiLab) since 1998. He is the former president of the institute.

<https://uclouvain.be/fr/repertoires/jean.vanderdonckt>





Alain Vas is a professor in Strategy and Change Management. He holds a PhD in Management Sciences from UPEC (Université Paris-Est Créteil). He is currently the vice-rector of UCL in charge of the regional development (Hainaut). His research interests are in the areas of strategic change, knowledge creation and transfer, organisational paradoxes and organisational innovation.

<https://uclouvain.be/fr/repertoires/alain.vas>

Thierry Zintz is a professor of sport management at the Faculty of Sports Sciences. He holds the Olympic Chair Henri de Baillet Latour – Jacques Rogge in Management of Sport Organisations. His research focusses on change management, governance and social responsibility. He is the director of an Executive Master in Management of Sport Organisations, organised by the International Olympic Committee and twelve universities around the world.

<https://uclouvain.be/fr/repertoires/thierry.zintz>



Permanent Scientific Staff

Dr Guy Keymolen

Dr Bruno Michiels

Professor Emeritus

Prof. Marcel Gérard

Associate members

Prof. Per Agrell (LSM/IMAQ)

Prof. Paul Belleflamme (LSM/IMAQ)

Prof. Thierry Brechet (LSM/IMAQ)

Prof. Philippe Chevalier (LSM/IMAQ)

Prof. Françoise de Viron (PSP/IACS)

Prof. Paul Etienne de Wasseige (LSM)

Prof. Michel De Wolf (LSM/JURI)

Prof. Pierre Devolder (LSM/IMAQ)

Prof. Patrick Du Bois De Bounam (LSM)

Prof. Marie-Paule Kestemont (LSM/IACS)

Prof. Evelyne Léonard (LSM/IACS)

Prof. Thomas Périlleux (LSM/IACS)

Prof. Marco Saerens (LSM/ICTM)

Prof. Jean Thilmany (LSM)

1.2.2 Scientific Staff

Researchers in Finance



Nathanaël
Betti



Alice
Sanna



Géraldine
Danaux

Researchers in Information System Management



Hassan
Haidar



Samedi
Heng



Iyad
Khaddam



Soreangsey
Kiv



Bertrand
Lebichot



Arthur
Leveau



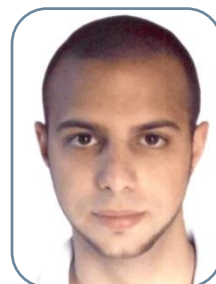
Thanh-Diane
Nguyen



Vu Nguyen
Huynh Anh



Benoit
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Mathieu
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Researchers in Marketing



Virgnie
Bruneau



Fanny
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Roxane De
Hoe



Charlotte De
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Anne-Catherine
Denies



Christian
Gnekpe



Florence
Marescaux



Ann Verbeke



Amélie
Wuillaume

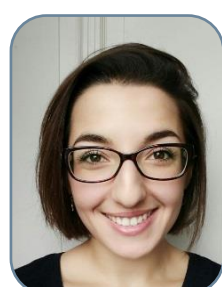


Géraldine
Zeimers

Researchers in HR



Michel
Ajzen



Marie
Antoine



Stéphanie
Coster



Marine De
Ridder



Dr Céline
Donis



Corentin
Hericher



Chloé
Jacquemin



Lê Thi Thu
Thao



Maud
Lebrun



Kamila
Moulaï



Dr Nicolas
Raineri



Jean Van
Oycke

Researchers in Supply Chain



Paul
Chatelain



Laetitia
Delhaze



Mehdi
Madani

Scientific collaborators

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Dr. Marie-Thérèse Claes (LSM Executive)

Prof. Vivian Genaro Motti (George Mason University)

Dr Simon Gérard (Université d'Ottawa)

Dr Juvénal Ndayambaje

Prof. Ahmed Seffah (Université de Valenciennes)

Prof. Yves Wautelet (KULeuven)

1.2.3. Administrative Staff



Sylvie BAUDINE
Administrative Coordinator



Sabine FINNÉ
Accountant



Jasmine DE WULF
Doctoral School Activities Coordinator



Heike RÄMER
Secretary

2. Research Output



2.1. Projects and Contracts

Project Title: Towards Sustainable Careers in the Context of European Mobility

Funding source: Securex

Supervisor: Laurent Taskin

Dates: 01/10/2015-30/09/2016



Summary:

Free movement of people in the EU – employability of human capital in the EU – research into supply and demand (migration streams ‘as is’ and ‘to be’ between EU countries) – cultural context, trade partners, legislation, taxation and payroll.

Project Title: NWOWPME

Full TITLE: Elaboration d’une plate-forme de ressources et d’échanges de bonnes pratiques pour soutenir le développement durable du travail à distance dans les PME

Supervisor: Laurent Taskin

Period: 19/02/2014-18/02/2017

Funding SOURCE: Walloon region, DG06

PROGRAMME: Germaine Tillion



Summary:

The project is framed in the prospect of a professionalization of the management modes of the SME to avoid the risk being left behind of large companies regarding remote work. The project will allow the identification of the conditions at which remote work can be a source of social innovation. It aims at stimulating new forms of employment answering the specific needs of SMEs. It will also allow us to estimate the impacts of these experiences on several dimensions: environmental protection and sustainable development, quality of life at work, the collaboration, the safety of the exchanges, the authenticity of the data, the portability of the applications, the division of platforms and remote access, telepresence, etc.

Project Title: TRAINSIM

Full title: Méthodologie outillée pour la qualité des interfaces

Funding source: Walloon Region

Programme: Pôle de compétitivité Logistics in Wallonia

Supervisor: Jean Vanderdonckt

Researcher: Jorge Luis Perez Medina

Dates: 01/07/2014-30/06/2016



Summary of the research:

The objective of the project is to propose a complementary product to current driving simulators which would be much lighter than the first ones and which would emphasize the accessibility and the availability of the training tool. The purpose is thus to complete the current ways of training by proposing a tool able of putting the pupils in situation so as to make them learn certain aspects of the specific driving while proposing a substantial training offer.

The training tool TrainSIM will have the following objectives: ·

- It will be centred on self-training: no instructor would be necessary because his expertise will be captured by the tool during the implementation of the training course and it will be passed on to the pupil thanks to a virtual instructor. ·
- Its price will be very affordable · it will be possible to install on any type of computer from an Internet browser.

The accent will be put on the deployment ease and set up as well as the minimization of the specific adaptations to be made for every customer. The work of the instructor to build the exercises and training course must be simplified at the most by automating their design as much as possible.

Title of the project: Industore

Full TITLE: Gestion optimisée des moyens de flexibilité, de stockage et de production de sites industriels.

Supervisor: Nathalie Delobbe

Researcher: Nicolas Raineri

Period: 01/10/2014-30/09/2018

Funding SOURCE: Walloon region

PROGRAMME: ENERGINSERE

**Summary:**

Industore addresses the various branches of industry having a significant consumption of electricity, which are flexible in their processes and organization of storable and have storable co-products that are convertible into electricity. In Europe, these sectors are mainly the steel industry, the chemistry and the petro chemistry, the production of paper and cardboard, the wood industry as well as the food-processing industry. The number and the relevant characteristics of the target industrial sites, by sector in Europe, is difficult to estimate and will be a key stage of this project. Then, the processes will be modelled to determine the necessary characteristics from which to extract the flexibility. The objective is to establish methods of automatic calibration of the models thanks to the moderate data. The following stage will consist in designing a software general enough to be able to represent the most wide-spread industrial processes and their interconnections within a site. This stage will be accompanied with a study and an implementation of the algorithmic solutions allowing us to effectively solve the encountered problems in a strong way.

Title of the project: Brand Perception and anthropomorphism: are brands perceived as humanlike?

Supervisor: Nicolas Kervyn

Researcher: Iskra Herak

Funding source: UCL-FSR

Dates: 01/10/2015-30/09/2019

Summary of the research:

Academics have proposed to consider brand perception as similar to social perception. We will test if brands are indeed anthropomorphized, if they are attributed uniquely human characteristics. Three factors have been identified as driving anthropomorphism: human knowledge activation; need for social connection; and effectance. We plan to manipulate each of these factors in a series of experiments in order to test whether they lead to the brands being perceived as more humanlike. In a second step we will study the consequences of such an anthropomorphization of the brands on consumer behaviour with an emphasis on brand trust.

Title of the project: When institutional logics redefine competition: An analysis of the competitive landscape of cultural organizations in Paris and Chicago

Supervisor: Guilhem Bascle

Researcher: Anne-Catherine Denies

Funding source: UCL-FSR

Dates: 01/10/2016-30/09/2018

Summary of the research:

The research aims to put forth a widened vision of competition where organizations exposed to the same institutional logic are all potential competitors, independently of the industries in which these organizations operate. The dissertation thus advance that this widened vision of competition – and not an industry closely delimited – represents the arena where competition takes place among organizations following the same institutional logic. The research further posit that rivalry among these newly defined competitors is closely linked to organizations' geographical distribution: organizations are competing with substitutes that are less alike but at a more local scale. The dissertation will finally examine the performance effects of the strategic positioning of organizations, in response to the newly defined vision of competition. Empirically, the research will focus on twenty cultural organizations based in Paris and Chicago. A “fuzzy set” analysis will be used to generate parsimonious and robust causal inferences. The dissertation will build a bridge between the strategic management and sociology of organizations (theory of institutional logics) scholarships. It will also lead to original contributions on the questions of competition between the newly defined competitors, as well as on the practices and strategies implemented by the cultural organizations

Title of the project: SIGGS

Full title: Support the Implementation of Good Governance in Sport

Supervisor: Thierry Zintz

Funding source: ERASMUS+, Sport & Youth – Agreement 2014 – 3140/017-001



Summary of the research:

SIGGS stands for “Support the Implementation of Good Governance in Sport”. It is a project that is managed by the EU-Office of the European Olympic Committees (EOC EU Office) and developed together with 11 partner organisations. The project officially started in January 2015.

Title of the project: Barometer of the activities of small and medium-sized enterprises (SME) in Wallonie Picarde (Belgium)

Supervisor: Caroline Ducarroz

Funding source: Wapinvest (Walloon Region)



Summary of the research:

A yearly barometer of the activities of small and medium-sized enterprises (SME) in Wallonie Picarde (Belgium) has been developed since 2012 by Prof. C. Ducarroz and by Th. Leclercq (PhD student UCL). This new tool aims at providing SME with information about SME’s activity in their region, and also at making prescribers (banks etc.) and political leaders aware of the socioeconomic and business reality as perceived by SME in Wallonie Picarde.

2.2. Research Chairs

2.2.1. Olympic Chair

The “Chair Management of Sports Organisations” (CMOS – UCL) was created on September, 1st, 2005, by the Ministry of Sports of the French speaking Community with the support of the Comité Olympique Interfédéral Belge, as a part of the Unit EDPH of the Institut d’Education Physique et de Readaptation” (IEPR) inside the Université catholique de Louvain (UCL).

Researcher: Simon Gérard

It is the aim of the Chair to develop some tools for a better management of sport organisations in Belgium as well as to stimulate academic study of the different aspects of the management of sporting organisations, emphasising the Olympic values related to sports ethics and good sportsmanship. This aim is supported by the responsible of the Chair, **Professor Thierry Zintz**, who has gain expertise in this kind of management and in the leading of sports organisations.



2.2.2. Chaire LaboRH

Funding source: Public and Private Organisations (in 2016: AXA, AViQ, Carmeuse, Carrefour, Ethias, HeidelbergCement, RTBF, Solvay, UCB Pharma, UCL)

Researchers: in 2016: Marie Antoine (PhD student), Marine De Ridder (Researcher), Céline Donis (Post-Doc), Chloé Jacquemin (PhD student)

Founded in June 2011, the Chair laboRH supervised by **Prof. Laurent Taskin** is a Centre of Expertise dedicated to HRM in a context of labour transformations. The Chair laboRH is organized as a lab: reflections and discussions are led with the aim to promote innovative and sustainable human resource management within public and private companies.



Anchored in an interdisciplinary perspective, the Chair laboRH conducted research in three main areas: (i) age management and its implications in terms of HR policies (career, appraisal, wage, etc.); (ii) new ways of working and their implications in terms of well-being, productivity, collaboration; (iii) evaluation of specific HR policies producing more prospective knowledge on topical issues. Fields and issues of investigations are

selected by the corporate partners each year, and results offers cutting-edge knowledge to partners. For more information about the 20+ research topics covered by now, please visit our website: <https://uclouvain.be/fr/facultes/espo/est/chaire-laborh.html>.

2.2.3. IPM Digital Marketing Chair

In February 2016, the Louvain School of Management and the IPM group launched the IPM Digital Marketing chair. **Professor Ingrid PONCIN** is in charge this chair and a member of the Center on Consumers and Marketing Strategy (CCMS) and LouRIM.

The digital Marketing Chair is dedicated both to research in digital marketing more specifically consumer behaviour and experience in the digital world, personalization, Gamification, Cocreation, value creation and adoption of new technologies as well as Ethics concerns in the digital context.



Research has been published in French academic journals (Recherche et Applications en Marketing (RAM), Revue française du Marketing, ...) as well as in International journals such as Journal of Advertising, Journal of Retailing and Consumer Services, Information & Management, Technological Forecasting and Social change and Journal of Business Research. Research progress are regularly presented in international and national academic conferences and published in their proceedings (Advances in Consumer Research, European Marketing Academy, Association française de Marketing and Academy of Marketing Science).

In terms of student training, the IPM Digital Marketing Chair offers a Digital marketing master specialization to students in Management sciences and Business engineering. The IPM Digital Marketing chair provides students with both a theoretical and professional framework by offering an 8-month immersion into the professional life during their master degree. The aim is to get students to read for their future Digital marketing professional experience.

During the 2016-2017 academic year, fifteen companies decided to take part to this project and welcome students in their Digital marketing department: Renault, Voo, Orange, Loterie nationale, Kids&Us, Generali, FCA, PartenaMut, Altissia, Media Markt, Intermarché, L'Oréal, Croix-Rouge, Club Med and Marsh.

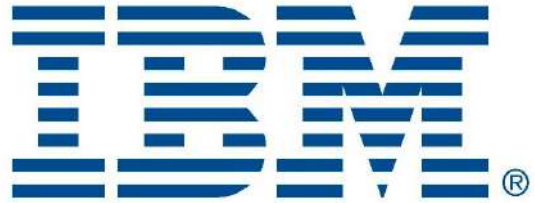
Links:

<http://www.lalibre.be/economie/digital/au-cur-du-digital-marketing-57f63a24cd70871fc4268ce2>

<http://www.lalibre.be/economie/emploi/plongee-dans-le-digital-marketing-58b1b181cd70e898180fdd98>

2.2.4. IBM Chair

The complexity of information system management is constantly increasing, following the activity level of the organisations: operational and decisional levels are relatively well covered by structured methodologies. The strategic level, however, remains largely or completely uncovered while this is where long term decisions are taken. Supervised by **Prof. Jean Vanderdonckt**, the IBM-UCL Chair has been settled in



this view. The objectives are the integrated development of applied and fundamental research with teaching activities dealing with the strategic management of information systems on the basis of a model-based management methodology. The three pillars of this methodology are:

1. The models. Through abstractions, they capture the necessary elements for the strategic management of information systems from an information, dynamic, financial, budgetary ... point of view.
2. The method. It aims at defining, applying, testing and validating a methodological approach applying the models listed in the first pillar.
3. The software tool. This pillar aims at specifying, designing, developing, executing and testing the software tool supporting the methodological approach defined in the second pillar.

The findings of the Chair were used in the newly created course LLSMF2107 Strategic Management of Information Systems addressed to second-year student in management sciences as well as to CEMS and Erasmus Students

2.3 Dissertations

2.3.1. Dissertations defended in 2016

- ❖ **Title of the dissertation:** De la mondialisation à la transformation des pratiques d'emploi locales: Analyse des facteurs régulant les pratiques de salaire variable dans les filiales belges d'entreprises multinationales

Researcher: Marie Van de Broek
Supervisor(s): Evelyne Léonard

Started on: December 2011
Defended on: 26 January 2016

SUMMARY

Multinational companies are concerned with the development of the “shareholder value maximisation” paradigm, and the growing pressure for international integration generating complex inter-dependencies in the production process across borders. Based on such contemporary aspects of globalization questions are raised about their impact on changes in human resources management practices in the subsidiaries and the host countries where multinational companies operate. More particularly, variable pay practices can be examined as control mechanisms used by the parent company to enhance its subsidiaries’ flexibility and competitiveness while aligning local employees’ and shareholders’ financial interests. At the same time, in the Belgian institutional context, the use of flexible pay practices corresponds to a shift to performance-related criteria in the traditional wage setting structure usually derived from worker’ seniority or qualification.

Drawing on a representative survey analysis of multinational companies located in Belgium, the dissertation aims at identifying and analysing the factors that shape variable pay. The results of the empirical research have shown that variable pay in subsidiaries depend upon the degree of financialization of the parent company, on the corporate business strategy, but also on the subsidiary’ position in the global value chain of the multinational company. However, to be able to highlight that, it is necessary to be aware of the micro-political dimension caused by actors’ interests and by their capacities to influence power relations within a given institutional and organisational context.

- ❖ **Title of the dissertation:** Collaboration and SME Internationalization: A Business Network Approach

Researcher: Marine Falize
Supervisor(s): Régis Coeurderoy

Started on: September 2011
Defended on: 22 January 2016

SUMMARY

If resources are everywhere, why collaboration is not? This is especially an important question for SMEs since they have to face challenges for their survival with their limited resources. Globalization and increasing competition force smaller companies to search new ways to survive. This dissertation tries to provide elements of solution by developing three essays around the business network approach. The first essay enters the black box of business network by providing insights around international collaborations and its benefits for young internationalizing companies. The second essay builds on the international entrepreneurship literature by describing collaborations as a way for smaller companies to speed up their internationalization process. Finally,

the third essay deals with the determinants of international collaboration adoption. This essay also examines the role of institutions within the business network approach of internationalization. Interviews with key public institutes and entrepreneurs suggest that collaboration has a pivotal role to play in SME internationalization, as long as the contextual factors are considered, which in turn, reduces the risks of partnerships. Through phone surveys, the study shows that network variables allow understanding why some SMEs are able to internationalize more early and rapidly than others.

- ❖ **Title of the dissertation:** La nature paradoxale du travail des managers intermédiaires en contexte de changement permanent

Researcher: Nathalie Guilmot
Supervisor(s): Alain Vas

Started on: June 2010
Defended on: 11 March 2016

SUMMARY

This research aims to understand how middle managers cope with paradoxical tensions. As it is increasingly common for organizations to have to simultaneously juggle with competing demands, the juxtaposition of coexisting opposites has increased experiences of paradoxical tensions, challenging organizational actors in their daily work. Among these actors, middle managers are generally more prone to tensions as organizations have become flatter due to downsizing and re-engineering, and responsibility is delegated downwards with middle managers reporting a significant increase in their workload. As tension is considered to lead to burnout and stress, more recent work has recognized that it is not the existence of contradictions per se that is productive or destructive, but the way they are managed. Despite accumulate insights into the management of organizational paradoxes, relatively little is known about paradoxical tensions and coping strategies at the intermediate level. In response, this longitudinal real-time analysis of an IT transformation program opens the black box of middle managers' responses to paradoxical tensions.

- ❖ **Title of the dissertation:** A Model-based Approach for Mixed-Initiative Context-aware Adaptation of Graphical User Interface

Researcher: Nesrine Mezhoudi
Supervisor(s): Jean Vanderdonckt

Started on: September 2010
Defended on: 21 June 2016

SUMMARY

Context-aware adaptation is the key to the success of a user interaction and a support for usability. This fact is recognized and empirically assessed by the HCI community. A significant amount of research has been conducted to design and develop context-aware adaptation in interactive applications in order to streamline the user interface development lifecycle. It has to be noted that adaptations could lead to the end-users' frustrations and the interaction downfall when they do not meet the users' needs and expectations. Thereby 'Contextawareness' as well as 'user-centeredness' become crucial to improve the quality of interaction. In this sense, adapting user interfaces 'intelligently' in the executing environment in response to context changes, such as: location, resources and platform rather than fulfilling user preferences and needs, enhances the interaction. Nevertheless, most interface adaptations are managed at design time, instead of corresponding to the situation and the ambient-context. An accurate and successful adaptation should be context-aware, user-centred and have a crosscutting impact on software

patterning and appearance at runtime, with an insignificant cost. This is what this dissertation proposal is aimed at. In order to address the aforementioned shortcomings of bridging the gap between adaptation goals and user expectations, this dissertation provides a methodology for developing mixed-initiative adaptive user interfaces. It supports an agile runtime adaptation capitalizing on user interventions. It outlines an approach that conveys an extensive characterization and covers the entire decision-making process as regards a runtime mixed-initiative context-aware adaptation. Along with practical implementation guidance, two support tools instantiating the methodology were developed for the generation of a mixed-initiative user interfaces. Diverse instantiations are proposed, exploiting Machine Learning (ML) potential to improve UI intelligibility considering the user preferences at runtime.

- ❖ **Title of the dissertation:** Les processus de prise de décision au sein d'une méta-organisation internationale: le cas de l'Agence mondiale antidopage

Researcher: Emilie Malcourant

Started on: June 2010

Supervisor(s): Alain Vas and Thierry Zintz

Defended on: 28 June 2016

SUMMARY

This research aims to understand the decision-making process within international meta-organizations. Constituting an evolution in the design of organizations, they can account for the existence of community organizations working together to achieve a common goal. While scholars are showing a growing interest for those organizations, there has been little research on their decision-making process. Bearing this in mind, the purpose of this research has been to develop a better understanding of decision-making processes and implementation of decision by member organizations. To this end, we have studied the consultation process organized by the World Anti-doping Agency between 2011 and 2013. This process has led to the modification of the World anti-doping Code. Through a diachronic methodology, we have studied secondary data and identified 5 types of decision-making processes and discussed the implication of actors during the latter. Through semi-structured interviews with National Anti-doping Agencies' leaders we have also emphasized the factors that led to the implementation of the Code.

- ❖ **Title of the dissertation:** The Paralympic Movement from 1944 to 2016: A Processual Analysis of Institutional Creation, Maintenance and Change

Researcher: Simon Gérard

Started on: September 2010

Supervisor(s): Thierry Zintz

Defended on: 1 September 2016

SUMMARY

This research focuses on management-related issues of participation in sport for athletes with an impairment. Drawing on the institutional theory, this study is guided by a straightforward research question: how to understand institutional change among the Paralympic Sports over time? Grounded on an extensive multi-step exploratory phase, this work has developed two longitudinal case-studies that examine the role of 1) shifting institutional logic and 2) institutional entrepreneurship during institutional change processes. This study is based on document analysis – i.e. archival records – and follows the Process Tracing method's guidelines. Embargo was successfully lifted on recent and sensitive documents. Key findings emphasize institutional mechanisms that have

constrained, and still prevent, the development of the Paralympic Movement. This research also enriches the institutional theory by providing new insights with regard to the paradox of embedded agency.

- ❖ **Title of the dissertation:** Vers une compréhension de l’habiter dans la consommation: l’expérience des lieux de service polyfonctionnels

Researcher: Stéphanie Toussaint
Supervisor(s): Per Agrell

Started on: May 2012
Defended on: 13 September 2016

SUMMARY

This dissertation looks at the experience, by consumers, of multifunctional services spaces. In a context of hypermodernity and collaborative consumption, we investigate the emergence of co-working spaces through an ethnographic approach and three case-studies. We look at how such places are produced and consumed, whereas offering hubs in which to work and live simultaneously. That is, this research highlights that co-working spaces can meld various functions of the space, from work-related experiences to cultural or ludic, single or communal, regular or occasional activities. Thanks to interviews and observational sessions, we show that flexibility and multifunctionality of the space are key drivers of creativity. We also show that co-working spaces are built by users themselves through various mechanisms of temporary and collective appropriation, and through participatory management. Thus, the way people utilize co-working spaces suggests a new understanding of the servscape experience as well as a new structural dimension of it: the lived-in experience (habiter).

- ❖ **Title of the dissertation:** Prism: A Life Cycle to Align User Interface and Software Developments based on a Linguistic Perspective

Researcher: Iyad Khaddam
Supervisor(s): Jean Vanderdonckt

Started on: September 2010
Defended on: 18 November 2016

SUMMARY

While Software Engineering (SE) is primarily concerned with developing software products, Human Computer Interaction (HCI) is primarily concerned with the user interface of these products striving for its quality, such as through usability. Therefore, integrating both disciplines is key to develop usable software products. The effort to align activities from both domains started since HCI emerged as a discipline in the early 80s. Yet, such an alignment proved to be a hard goal to reach. Consequently, valuable HCI contributions and models are not considered by the software industry as they could be. In order to address the aforementioned challenge, this dissertation analyses different approaches to align HCI and SE in order to identify the root cause that is hampering the alignment effort. It follows a Root Cause Analysis methodology that helps, not only to identify the root cause, but also to propose a solution for it. This dissertation suggests the linguistic perspective as an alternative to common user interface development which does not foster creating a concrete UI during the early phases (such as analysis), while the linguistic perspective enables this possibility by materializing linguistic levels (i.e., goal, pragmatic, semantic, syntactical, lexical, alphabetical, and physical) that are already analysed into a partial yet concrete user

interface. This change of perspective implies several changes to other HCI concepts which are discussed in this dissertation: how a user interface can be developed from a linguistic perspective. For this purpose, this dissertation proposes a linguistic user interface development language (the Prism Programming Language). Moreover, it explores modelling approaches from the linguistic perspective, proposes a linguistic modelling framework and instantiates a graphical user interface linguistic model from it. Furthermore, it develops a user interface development life cycle (The Prism Development Life Cycle) that can be instantiated in different software development life cycles, such as agile methods. The Prism Development Life Cycle allows aligning SE and HCI in the right way that is needed to develop usable software products. The contributions of this dissertation set the bases towards a shift in the user interface paradigm by fostering a different way of thinking. The user interface linguistic paradigm to common user interface paradigm is like object oriented programming to procedural programming.

2.3.2. Ongoing Dissertations

- ❖ **Title of the dissertation:** Pratiques de flexibilité spatio-temporelle du travail et performances : quelles régulations sociales

Researcher: Michel Ajzen
Supervisor(s): Laurent Taskin and Evelyne Léonard

Started in: July 2013
Final defence foreseen for: 2019

SUMMARY

Whereas most of the literature on teleworking focuses on the effects of that practice on different issues such as organizational performance, work-life balance, well-being or cost savings, the dissertation aims at both understanding and explaining the variability of such effects through social dynamics that occur in organizations. Facing the dominant instrumentalist approach that considers that a management practice has to be implemented in order to be effective, the research project aims at examining the power issues by highlighting the process through which actors are able to modify, produce or contest the organizational rules and norms.

As a result, the objective of the research project is threefold. First, teleworking practices are defined as a flexibility practice in virtual organizations. Second, it objectivizes the different forms and natures of social dynamics through which compromises emerge and overlap. Finally, the research highlights the process underlying the social regulation of teleworking in organizations from a power issues perspective. The latest combines both social regulation and conventions theories in order to provide an analytical framework to understand how actors interact, produce rules and norms that define the way the teleworking is practiced.

- ❖ **Title of the dissertation:** La flexibilité spatiale: quelles implications pour l'identification organisationnelle?

Researcher: Marie Antoine
Supervisor(s): Laurent Taskin

Started in: October 2015
Final defence foreseen for: 2019

SUMMARY

The office – and more generally the organizational space – are often regarded as circumscribed objects that can be managed. However, several authors argue that organizational space cannot only be studied as a neutral object (e.g. Lefebvre, 1974, 1991; Taylor & Spicer, 2007). Indeed, space encapsulates a symbolic dimension which is often under investigated. This dimension is related to the space *experienced* and *lived* by employees and to their interpretation and appropriation of this space. Because the organizational space is interpreted by employees, it questions the construction of organizational identity, in a symbolic-interpretivist perspective. Indeed, employees, through individual and collective understandings, are likely to construct a certain point of view about organizational identity.

My intention in this research is to understand the role of the *office* in the construction of the organization's identity. In doing so, organizational space is not studied solely as a physical artefact nor for its performative nature (e.g. Fawcett & Chadwick, 2007; Voordt, 2004). Conversely, I study organizational space as a symbolic system opened to numerous interpretations, regardless of the underlying managerial intentions. Thus, this research intends to hand over to organization's members (non-managerial positions) about the interpretations the office unwittingly conveys about the identity of the organization.

- ❖ **Title of the dissertation:** The alignment between the internal audit activities and scope and the organizational strategy and culture.

Researcher: Nathanaël Betti
Supervisor(s): Gerrit Sarens

Started on: November 2016
Final defence foreseen for: 2022

SUMMARY

The internal audit function (IAF) is required to manage risks within an organization. It has a broad scope and sometimes an unclear role within the organization. A lot of research was conducted on the role and scope of the IAF and particularly highlights firstly the fact that the internal auditors should be involved in corporate governance issues and in the strategy of the company but often face role ambiguity. Secondly, existing literature supports that the IAF is different in every company and that there is not any “one size fits all”.

This project will investigate more deeply the organizational factors that may influence the IA scope and role. More specifically, our interest lies on the strategy and the culture of the organization. Besides, we will investigate the competences required from the internal auditors to enable the IAF to align itself to the strategy and culture. Researchers and practitioners largely demonstrated the strategic value of the internal audit but it would be interesting to study the impact of the organizational context on the IA scope and role.

This project is relevant in the current economic climate which saw several financial crisis and scandals in the years 2000. The IAF is a major actor in identifying and managing the risks. Having a better understanding of the impacts of the IAF would result in a better match between the IAF and its organizational strategy and culture.

- ❖ **Title of the dissertation:** Communicating customer empowerment strategies to non-participating customers: An investigation of the mechanisms and conditions

Researcher: Fanny Cambier
Supervisor(s): Ingrid Poncin

Started on: November 2015
Final defence foreseen for: 2019-2020

SUMMARY

New technology development, like Web 2.0, allow easy and fast exchanges between consumers and firms. Consumers also display a desire for “empowerment”, i.e. having a greater role in exchanges with companies. Then, more and more firms develop platforms to empowering them to take a more active role in innovation. Threadless, Muji, PespiCo, Danone, Starbucks, 3M are examples of firms that have recently developed platforms to empower their customers, by allowing them generate ideas and/or and vote on those they like best.

Over the past decade, the customer empowerment strategies have especially been studied from the angle of participating consumers. The first research focusing on the consumers not participating was only published in 2011 and showed positive effects on non-participating consumers’ perceptions and behavioural intentions. Through the lens of communication and persuasion, this doctoral research moves beyond the “what” and ask “how” and “when”, i.e. which mechanisms and conditions impact the non-participants’ affective reactions toward the brands that communicate their customer empowerment strategies for new products.

This dissertation ultimately aims at helping companies decide if it’s worth advertising their customer empowerment strategies and how to best benefit from it.

❖ **Title of the dissertation:** Crowdfunding for social enterprises

Researcher: Chang Kai-Lan
Supervisor(s): Frank Janssen

Started on: October 2013
Final defence foreseen for: 2019

SUMMARY

More recently, some entrepreneurs have started to rely on the Internet to directly seek financial help from the general public (the “crowd”). However, “Crowdfunding for social Enterprises” is less mentioned in extant literature. This study will report real scenario of crowdfunding for social enterprises and explore the practice in terms of network perspective. The findings of this research are expected to contribute to the existing literature about entrepreneurship finance and social enterprises. “Quantitative” (Questionnaire survey) and “Qualitative” (Case Study) will be adopted in this study.

❖ **Title of the dissertation:** The Help of the O.R. to deal with the airport noise problematic: modelling of a fair resource allocation

Researcher: Paul Chatelain
Supervisor(s): Mathieu van Vyve

Started on: November 2015
Final defence foreseen for: 2021

SUMMARY

While air transport generates social and economic benefits, it also generates negative environmental externalities among which noise pollution is one of the most cited. The purpose of the project is to give a better understanding of the complex interaction’s mechanisms and to make transparent the hidden assumptions of the different stakeholders by developing a mathematical optimization model that provides a fair allocation of the resource in order to reach the optimal social welfare (i.e. enable a structured and documented arbitration between the stakeholder). The model intends to be global and will cover several aspect at the same time (fairness principle, flight and airports technical constraints, historical view, annoyance measure and impact on health ...).

❖ **Title of the dissertation:** Product Placement in the e-fluencer landscape

Researcher: Pauline Claeys
Supervisor(s): Karine Charry

Started on: November 2016
Final defence foreseen for: 2020

SUMMARY:

In this world of crazy broadcasting, where everyone can quickly and easily communicate his opinion on particular topics to viewers from all over the world, some individuals have been able to come out from the crowd (Vernette and Laurent, 2004). They are called “e-fluencers”. Their impact is becoming more and more important due to their particular status. In fact, they can somehow influence, in an informal way, the attitude and the behaviours of their viewers. Before making any decision on a product purchase, they seek information in the content of these influencers (Moon and Han, 2011). This represents an opportunity that private companies did not fail to notice and to take advantage of. By establishing different partnerships, companies can insert their products in the content issued by the e-fluencers. This commercial practice is called product placement.

So far, limited research has been done on this practice in the content of e-fluencers. We will try to understand the impact of some factors on the consumer's persuasion. Indeed, the e-fluencer and his content as well as the product placement can vary on some characteristics and impact more or less the memory, the attitude towards the brand and/or the consumer's purchase intention. The aim is to find how these variables have the best effect on consumers.

❖ **Title of the dissertation:** Human resource management and employment integration.

Researcher: Stéphanie Coster
Supervisor(s): Evelyne Léonard

Started on: May 2011
Final defence foreseen for: March 20, 2017

SUMMARY

The thesis studies the influence of institutional constraints and organizational dynamics inside the professional integration making. With a view of understanding how the various processes at stake are imbricated with one another, this research bridges the neo-intuitional theories with the social regulation one. It underlines the institutional pressures framing organisations and their managerial choices – managers and workers – in front of the imposed rules. With the mean of a quantitative enquiry, a literature review and a case study, this thesis demonstrates that professional integration is only influenced by institutional constraints and organisational processes in a certain measure. In the end, the people involved are the ones to model the professional integration.

❖ **Title of the dissertation:** Can we understand the failure of the judicial concordat procedure thanks to the external financial diagnosis?

Researcher: Géraldine Danaux
Supervisor(s): Anne-Catherine Provost

Started on: December 2011
Final defence foreseen for: 2018

SUMMARY

The aim of our research is to offer suggestions for improving rescue procedures (judicial settlements and reorganization) by acting on the lateness of the legal protection setting. In order to reach our goal, we intent to carry out three distinct but complementary studies. Each one contributes in fine to defining actions on the delay before the setting of the legal protection while considering the problem from a specific angle. In a first study, we try to understand the reason for this lateness phenomenon. The second one intents to determine the time when it is too late to introduce such a procedure. Eventually, in the third and last study, we try to identify the most efficient actors to act on this lateness problem.

❖ **Title of the dissertation:** Entrepreneurial failure, learning processes and psychological capital

Researcher: Roxane De Hoe
Supervisor(s): Frank Janssen

Started on: September 2013
Final defence foreseen for: 2019

SUMMARY

Although entrepreneurial failure is perceived negatively by society, many researchers believe that it offers a real opportunity to learn. However, it is sometimes difficult to learn from failure due to the various financial, psychological and social costs.

Through our conceptual model, we offer a more positive approach of entrepreneurial failure. We suggest that a high level of psychological capital plays a moderating role in the relationship between the negative consequences of failure and learning from failure. Then this learning and high psychological capital would help entrepreneurs who have failed to pursue their entrepreneurial career.

- ❖ **Title of the dissertation:** When institutional logics redefine competition: An analysis of the competitive landscape of cultural organizations in Paris and Chicago

Researcher: Anne-Catherine Denies
Supervisor(s): Guilhem Bascle

Started in: October 2016
Final defence foreseen for: 2020

SUMMARY

The research aims to put forth a widened vision of competition where organizations exposed to the same institutional logic are all potential competitors, independently of the industries in which these organizations operate. The dissertation thus advances that this widened vision of competition – and not an industry closely delimited – represents the arena where competition takes place among organizations following the same institutional logic.

The research further posits that rivalry among these newly defined competitors is closely linked to the organizations' geographical distribution: organizations are competing with substitutes that are less alike but at a more local scale. The dissertation will finally examine the performance effects of the strategic positioning of organizations, in response to the newly defined vision of competition. Empirically, the research will focus on twenty cultural organizations based in Paris and Chicago. A “fuzzy set” analysis will be used to generate parsimonious and robust causal inferences.

The dissertation will build a bridge between the strategic management and sociology of organizations (theory of institutional logics) scholarships. It will also lead to original contributions on the questions of competition between the newly defined competitors, as well as on the practices and strategies implemented by the cultural organizations.

- ❖ **Title of the dissertation:** Understanding the decision-making process of donators in the non-profit sector: The attitude towards charitable giving among the 18-25 year-olds

Researcher: Etienne Denis
Supervisor(s): Per Agrell, Claude Pecheux

Started on: February 2015
Final defence foreseen for: 2018

SUMMARY

The present research project consists in essays on the prosocial dimension of charitable donations. More specifically, we focus on the self-interested determinants driving people's donations to charity. After a first exploratory phase aiming at conceptualizing the decision-making process of generosity, the second and third phases consist in empirical papers adopting experimental designs. The second paper questions the positive role of social recognition by considering the moderating effect of the need for social approval. The third paper investigates the impact of guilt feelings through the moderating effects of both empathy and perspective-taking. We finally investigate charitable giving as a way to alleviate guilt feelings.

- ❖ **Title of the dissertation:** Corporate R&D and Multinational Enterprises Globalization: Intricate Patterns

Researcher: Christian Gnepe
Supervisor(s): Régis Coeurderoy

Started on: January 2012
Final defence foreseen for: 2018

SUMMARY

My research interests draw upon two theoretical lenses. The first lens is Dynamic capabilities approach with a core focus on anticipation of future technological changes. This anticipation capacity is even more important given that firms operate in a fast changing environment. However, more than simply anticipate, firms should act to obtain technological knowledge either unavailable within their boundaries or that can complement their own knowledge base to face this changing environment. Merger and Acquisition (M&A) and/or strategic alliance are useful tools to achieve this goal. My aim is to gain insights into the impact of internal technological capabilities on the choice that firms make between these tools.

My dissertation consists of three papers. The first paper is a literature review about internal technological capabilities and external technology sources as antecedents of innovation performance, which is in press in *International Journal of Technology Management*. The second paper, “Choice between Alliance and Acquisition: Effect of Internal Technological Capabilities and Patent Strategy”, has been or will be presented in international conferences (SMS in Denver 2015, EURAM in Paris 2016, and Glasgow, 2016). The last one “Inventors Capabilities and the Choice between Acquisition and Alliance” is in progress.

- ❖ **Title of the dissertation:** AN AGILE PROCESS FOR MANAGING ENTREPRISE SOFTWARE PRODUCTION-LINES

Researcher: Hassan Haidar
Supervisor(s): Manuel Kolp

Started on: November 2014
Final defence foreseen for: 2020

SUMMARY

Nowadays, in Software Product Line (SPL) there are many continuous changes. Dealing with such changes is one of the challenges faced by the SPL engineering community. In fact, the SPL paradigm models the intrinsic **variability** of a family of software systems based on a systemic vision of the software to model. It usually relies on **reusable artefacts** that encapsulate both common and variable aspects so as to facilitate planned and systematic reuse [3].

Agile Software Development (ASD) advocates the incremental development of software based on constant interaction with a customer community. The ASD aims to address the **immediate customer demands** with **development efforts** at a smaller scale. It has shown that several **factors** raise the stakes on the SPL engineering techniques and call for appropriate evolution management techniques such as: **third party components are used, software ecosystems are moving to open-source and community-based management**, thus continuous requirement changes must be handled [1]. In this context, managing continuous change in an SPL becomes a crucial challenge to which agility provides answers [2]. A **crucial issue** is then to evolve towards a community-driven SPL following agile principles. In addition to that, **Features** are a fundamental notion in modern software engineering. Defined once by Pamela Zave as “**incremental units of functionality**”, they are central to how software is developed now.

Much of today’s software is developed using **scenario-driven approaches**. In essence, **scenarios**, also known as **use cases** or **user stories**, are specifications of features. **Feature-oriented software development** shines in the context of software product lines. Virtually any successful software faces the need to cater

different feature combinations to different customer segments. Product line engineering accelerates product development by leveraging the commonalities among the product line members, while managing the differences, also known as variabilities, among them. Features play a key role in modelling commonalities and variabilities and in managing the development of product lines.

The explicit treatment of features in **requirements**, **architecture**, **implementation**, and **verification** and **validation** can greatly **improve the management of software**. Thus, features can substantially **improve the communication** among all **stakeholders** and will likely lead to new, more effective ways to modularize and develop software. Moreover, it is proved that the variability modelling techniques could help partially to handle the faced problems. In fact, the i* language and other modelling languages such UML, BPMN ... could help to handle the problems faced during the ASPL. Therefore, using a set of core modelling metamodels (such a specific i* based language) could help to face problems encountered in the SPL practice with the agile principles.

In this research project, we present an approach based on the development of a Feature-driven framework to manage the agile evolution of an SPL.

❖ **Title of the dissertation:** An Agile Process for Engineering Networked Resource and Process Aware Enterprise Application

Researcher: Samedi Heng
Supervisor(s): Manuel Kolp

Started on: September 2011
Final defence foreseen for: February 2017

SUMMARY

Agile Methods are recently got many attentions in software development. They allow delivering software early, embracing requirements changing, and good quality of software. In addition, these methods do not require complete and formal requirements before the development phase.

Basically, these methods use an informal requirements artefact called user story. User story is writing in natural language in the form of text of maximum of two lines written by the end-users or customers. Practitioners have developed many templates for writing user story but they did not provide any formal definition. In practice, user stories are used in a very ad-hoc way that could lead to an underuse of representation mechanisms, misunderstanding of a concept use and poor communication between stakeholders.

The goal of the dissertation is to adopt the well-established definitions, concepts, and technique in Requirements Engineering field for evaluating, unifying, representing user story in agile method. In addition, the adoption will not violate the agile principle.

❖ **Title of the dissertation:** Use of humanness in marketing communications

Researcher: Iskra Herak
Supervisor(s): Nicolas Kervyn

Started on: October 2015
Final defence foreseen for: November 2018

SUMMARY

For a long time marketers have been presenting brands as humanlike and using real people in advertising. Our research aims at addressing the consequences of this practice for all parties involved. We argue that

outcomes of this coupling are different for brands and for people: Representing products and brands as humanlike triggers the ascription of human characteristics to these non- human entities (i.e. triggers anthropomorphism). While representing people alongside or as products/brands, leads to opposite: lack of human attribution to real human beings (i.e. triggers dehumanization).

Our project aims to explore whether indeed these two phenomena can co-occur and what are the consequences for both brands and people engaged in these promotional activities.

- ❖ **Title of the dissertation:** "Organizational antecedents of voluntary employee green behaviour: An organizational justice perspective"

Researcher: Corentin Hericher

Started on: November 2014

Supervisor(s): Ina Aust and Valérie Swaen

Final defence foreseen for: 2020

SUMMARY

This doctoral dissertation highlights the link between perceived natural environment-oriented corporate social responsibility (CSR) and organizational citizenship behaviour toward the environment (OCBE). Natural environment-oriented CSR refers to organizational practices that limit the impact the company has on the natural environment. OCBE encompasses discretionary behaviour that contributes in aggregate to the company's environmental performance. I rely on three different theoretical perspectives to answer the same research question: to what extent does perceived natural environment-oriented CSR impact OCBE? The three theoretical perspectives are the deontic model of organizational justice theory, the social identity theory, and the job-demands and resources model.

- ❖ **Title of the dissertation:** Supply chain management of blood products

Researcher: Imane Hssini

Started on: November 2013

Supervisor(s): Nadine Meskens

Final defence foreseen for: 2017-2018

SUMMARY

Human blood is a valuable and vital tissue. It is a biological liquid with a complex constitution. It is considered perishable product since its shelf life, outside the human body, is limited. The collected blood called "whole blood" is never transfused as it is; it is decomposed into three products: red cells, platelets and plasma. Each component has proper specifications in terms of conservation, use and shelf life.

Factors such as perishability, different storage conditions and the unpredictability of supply and demand make the management of blood products supply chain a challenge faced by the blood bank managers. Indeed, optimizing a supply chain requires the optimization of its different processes including: collection, blood decomposition, biological qualification, storage and distribution. In the case of the supply chain of blood products, this optimization requires a focus on the storage and distribution processes, which are the most difficult to manage. This is due, on one hand, to the stochasticity of the demand of blood products and on the other hand, to the characteristics of blood products (perishable, different shelf life, different storage and distribution conditions).

To this end, the purpose of our research project is the simultaneous optimization of storage and distribution processes of blood products. This optimization will ensure the availability of the right product in the right quantity at the right time, while reducing storage and transportation costs.

❖ **Title of the dissertation:** Social capital and Community-Based Entrepreneurship in Africa

Researcher: Laurent Lahaye
Supervisor(s): Frank Janssen

Started on: May 2014
Final defence foreseen for: 2019

SUMMARY

This study will investigate the threat of mission drift faced by social enterprises, and the strategies set up by social entrepreneurs in order to maintain their hybridity.

Social entrepreneurship is a growing research topic in the literature. One of the specificities of social enterprises is particularly interesting : their hybrid nature (Battilana & Lee, 2014). Social enterprises are hybrids because they are coupling a social mission with an economic activity. There is a need to study the fragile equilibrium of social enterprises maintaining their hybridity. If they focus on the social mission, they may endanger their financial survival. But if social enterprises favour the business objectives at the cost of the social mission, it is called mission drift (Cornforth, 2014; Ebrahim, Battilana, & Mair, 2014).

Based on a multilevel analysis of social enterprises, we will investigate the tensions faced by social enterprises at the individual level (motivations of social entrepreneur), at the organizational level (social capital and social networks analysis), and at the societal level (institutional theory).

Responding to the call to investigate the mission drift in African settings (Doherty, Haugh, & Lyon, 2014), we already identified a network of social enterprises in the tourism sector in Benin (Africa). The tensions faced by those social enterprises are important, due to several crisis the last years (Boko Haram, Ebola...).

❖ **Title of the dissertation:** Website personalization: experience, antecedents and consequences

Researcher: Laetitia Lambillotte
Supervisor: Ingrid Poncin

Started on: November 2016
Final defence foreseen for: 2020

SUMMARY

Content marketing has become an important part of the advertiser's strategy (Rowley, 2008). The rapid growth of content on the Internet and the competition to catch the consumer's attention lead companies to redefine their action plan. The objective is not only to produce a relevant and adapted content but also to provide a compelling and unique experience on their website (Novak, Hoffman, & Yung, 2010). For this purpose, delivering a both utilitarian and experiential (Holbrook & Hirschman, 1982) website navigation is a challenge for marketers. In this context, website personalization can be considered as a key lever (Lavie, Sela, Oppenheim, Inbar, & Meyer, 2010).

Website personalization is the automatic adaptation of the website content and design based on the user's preferences (Ho & Bodoff, 2014; Tam & Ho, 2006). Prior researches generally focused on the company's perspective and mainly studied the technological development supporting the automatic adaptation of the website. However, the main objective of website personalization is to provide the consumer a unique experience. As the consumer is at the center of website personalization, it is important to go beyond the technical aspects by examining the website personalization experience and its value for the consumer.

Our project aims to understand the website personalization from the consumer's point of view by analyzing the personalization experience, its antecedents and consequences.

- ❖ **Title of the dissertation:** Formation professionnelle continue et sens de la justice. Une analyse critique de la Responsabilité sociale de l'entreprise (RSE) et de ses incidences dans le champ de la formation pour adultes. Le cas des industries de main d'oeuvre en Belgique et au Vietnam.

Researcher: Lê Thi Thu Thao
Supervisor(s): Matthieu de Nanteuil

Started on: October 2009
Final defence foreseen for: March 2017

SUMMARY

Faced with the universal problem of unequal access of employees to continuing vocational training (CVT), we questioned the logics of action of the actors. The issues of justice in this area concern not only access to training, but also freedom of action, choice of training or labour relations. In this dissertation we have examined both the feelings of justice experienced by the workers and the sense of justice that guides their action, that is, the justifications that justify their involvement in practices of this type. We were also interested in the institutional, socio-economic and cultural mechanisms that could influence these justifications. Based on a constructivist and actors-centered approach, we have studied the particular case of Vietnamese employees from the manufacturing and university sectors. The results of our research show that, in this specific context, unequal access is not necessarily a problem of justice. To be appreciated in its depth, the injustice of CVT must be related to a plurality of criteria, whose specificities and mutual relations are examined closely in this research.

- ❖ **Title of the dissertation:** Network analysis based on bag-of-paths: semi-supervised classification, betweenness, criticality and Markov decision processes

Researcher: Bertrand Lebichot
Supervisor(s): Marco Saerens

Started on: February 2012
Final defence foreseen for: 2018

SUMMARY

Nowadays, with the increasing volume of data generated, for instance by internet and social networks, there is a need for efficient ways to extract useful information from those data. A large part of those data can be investigated through mathematical models. The dissertation focuses on three aspects:- Semi-supervised classification, with application to fraud detection and social networks tagging.- Criticality and betweenness, or identifying the most vital or central actors in networks.- Markov decision processes, or how to determine optimal randomized policies for memoryless problem.

- ❖ **Title of the dissertation:** The role of gamification in the online co-creation experience

Researcher: Thomas Leclercq
Supervisor(s): Ingrid Poncin

Started on: June 2014
Final defence foreseen for: October 2017

SUMMARY

Academics and practitioners acknowledge the relevance to co-create value with customers in terms of innovation and relationship management. The emergence of online platforms, communities and social networks has been widely recognized to facilitate the interactions, resources exchanges among actors and consequently value co-creation. However, despite their important role, these technologies are not sufficient for an effective customers' engagement yet considered as a key predictor of successful co-creation experiences. Although value co-creation has been explored by researchers from multiple fields,

two gaps require to be addressed. On the one hand, the term value co-creation has emerged as a highly enticing label with multiple meanings however there is not consensus on its meaning, on the other hand, practitioners and researchers need to understand which the mechanics can be used to manage users' engagement toward value co-creation process. In order to address these gaps, this doctoral project consists in three distinct papers. Firstly, an integrative review of the literature has been conducted based on 181 papers from Marketing, Innovation and Business disciplines and related to value co-creation. The second and third papers will be dedicated to explore gamification mechanics as a means to create, boost and maintain participants' engagement.

- ❖ **Title of the dissertation:** Dealing with non-convexity and stochasticity in day-ahead electricity markets: market design and algorithms

Researcher: Mehdi Madani
Supervisor(s): Mathieu Van Vyve

Started on: February 2012
Final defence foreseen for: March 2017

SUMMARY

In Europe, large amounts of electricity are traded in so-called day-ahead markets where market participants can take positions (selling or buying power) for each hour of the following day. Sell or buy orders are submitted to power exchanges, most of which are integrated at a European level under the Price Coupling of Region project. The characteristics of submitted orders describe operational and economic constraints rendering the underlying microeconomic/optimization problem 'non-convex', and most of the time, no market equilibrium exists. In Europe, uniform prices are computed, in the sense that in the auction solutions, every market participant of a same market segment (location and hour of the day) will pay or receive the same electricity price, and no other transfers/payments are considered (contrary to current practice in the US for example). The dissertation proposes mixed integer programming models and algorithms for such non-convex uniform price auctions. In particular, a new bidding product allowing participants to describe start-up costs which must be recovered is proposed, yielding an optimization model which can be handled efficiently from a computational point of view.

- ❖ **Title of the dissertation:** An integrated framework for enterprise software ecosystems governance and management

Researcher: Huynh Anh Vu Nguyen
Supervisor(s): Manuel Kolp

Started on: November 2014
Final defence foreseen for: 2018

SUMMARY

The purpose of this dissertation is to develop a framework, i.e. a conceptual analysis abstraction that integrates and aligns governance rules and constraints, IT management system life-cycle processes and architectures with strategic modelling organization specifications, for a proper governance and management (GAM) of software ecosystems (SECO). SECO consists of the set of software solutions that enable, support, and automate the activities and transactions by the actors in the associated social or business ecosystems and the organizations that provide these solutions. Indeed, within large companies, software is no not a monolithic element but rather a collection of semi-independent but interacting elements that need to be adequately governed and managed.

First, this dissertation will notably overview the potential of using strategic modelling to help understand alternate SECO configurations. Then, we will evaluate the anchoring points within traditional governance

and management frameworks (like COBIT and ITIL) and evaluate the added value of the genuinely built framework. Finally, empirical studies are needed to validate the framework developed theoretically for a full validation of the approach.

Within the context of a few case studies we will try to demonstrate the effectiveness of the genuine strategic reasoning and design approach build-up in the dissertation for SECO GAM. Thus, the GAM principles will be defined for the SECO and, in parallel, we will develop a custom set of strategic modelling artefacts, feed the GAM processes with them and evaluate their overall added value.

- ❖ **Title of the dissertation:** Analysis of Consumers' perceptions of Corporate Social Responsibility and Irresponsibility and their joint impact on consumer behaviour

Researcher: Khanh Van Nguyen

Started on: July 2016

Supervisor(s): Valérie Swaen and Joëlle Vanhamme

Final defence foreseen for: May 2020

SUMMARY

Research into the psychology of CSR highlights the importance of micro-level phenomena (Morgeson, Aguinis, Waldman, & Siegel, 2013) and the need to consider how consumers perceive and subsequently react to acts of CSR or CSI. Clarifying the micro-foundations of CSR and CSI can explicate the underlying psychological processes, contingencies, and outcomes of consumers' perceptions of CSR and CSI.

Customers experience the outcomes of corporate initiatives and they evaluate how good or bad a firm's behaviour is. Their perception and attitudes towards a company and its role in society can influence directly and greatly a brand's strength and equity or a company's revenue and financial performance (Hoeffler & Keller, 2002). Some previous studies showed that consumers' awareness of global social and environmental issues has increasingly grown (Rizkallah, 2012), resulting in that a purchase decision would be made or not, or even consumers will reward or punish (Sweetin et al, 2013).

As a result, it is an opportunity as well as a challenge for companies to implement their social behaviors. However, because not all CSR efforts lead a positive impact or are of equal importance (Schramm-Klein et al., 2013) as well as not all CSI actions lead to similar consumers' reactions (e.g., Grappi et al., 2013), it requires a right direction for companies to show them which companies should do, which they should avoid. In this context, our research proposes to investigate the following research questions: How do consumers perceive CSI? And how do consumers' CSR and CSI perceptions interrelate to impact consumers' perceptions and reactions with respect to brands and companies?

- ❖ **Title of the dissertation:**

Researcher: Thanh-Diane Nguyen

Started on: February 2012

Supervisor(s): Jean Vanderdonckt

Final defence foreseen for: March 2017

SUMMARY

Based on a comparative analysis of different user interface pattern catalogues, languages, and on the requirements elicited from it, this dissertation defines a cross-device pattern as a pattern expecting to capture a general solution to a problem of designing multiple user interfaces of information systems for multiple contexts of use, particularly devices and platforms. A conceptual model of cross-device pattern is

defined with its semantics expressed as a UML 2.0 class diagram and its syntax via User Interface Pattern Language Markup Language (UIPLML), a XML-compliant markup language for designing Multiple User Interfaces (MUIs) patterns for multiple contexts of use. To validate UIPLML, four pattern databases offering multi-faceted search have been created. A step-wise method for applying cross-device pattern is defined and applied on a running case study. Three frequently used design patterns, i.e., the Master-and-Details design pattern, the Population Interaction Unit and the Service Interaction Unit of the OO-Method, are then subject to a methodological instantiation. Various software prototypes (i.e., UsiMAD, PaDeRa) have been developed in order to investigate the impact of the method on designers who are responsible for designing multiple user interfaces based on cross-device patterns.

❖ **Title of the dissertation:** A study towards understanding the processes underlying Social Entrepreneurship

Researcher: Paulami Mitra

Started on: September 2015

Supervisor(s): Frank Janssen

Final defence foreseen for: 2019

SUMMARY

This doctoral project aims at understanding how the process of social entrepreneurship (SE) is undertaken at the micro-level, meso-level and macro level once the venture has been created. The study attempts to respond to the call on extending, elaborating and creating a balance to understand social entrepreneurship as a “process” (Dacin et al, 2011; Haugh, 2007; Tracey et al, 2011).

❖ **Title of the dissertation:** Students’ mobility and war for talents: three essays on attractiveness of talents for higher education and career

Researcher: Alice Sanna

Started on: May 2015

Supervisor(s): Marcel Gérard, Paul Belleflamme

Final defence foreseen for: 2018

SUMMARY

The recent literature on students’ and graduates’ mobility underlines the link between those two forms of human capital mobility, and set forth how the different systems currently at work for financing the higher education of the cross-border students are often unsustainable and inefficient, generating positive and negative externalities. Starting from this, the project aims at analysing alternative systems and at assessing their effects on mobility.

❖ **Title of the dissertation:** Does personalized collaborative recommendation in the mass-retailing sector make sense?

Researcher: Virginie Vandenbulcke

Started on: June 2013

Supervisor(s): Caroline Ducarroz and François

Final defence foreseen for: April 2018

Fouss

SUMMARY

We examine the impact of personalized collaborative recommendations and the accompanying message onto customer behaviour in the mass-retailing sector. We carried out a between-subject experiment

where we sent a newsletter on more than 18.000 mass-retail customers. One of the goals is testing if personalized recommendations based on collaborative filtering techniques are more efficient than non-personalized ones. These recommendations are defined on what other shoppers, who act similarly in terms of shopping basket, bought.

❖ **Title of the dissertation:** Entrepreneurial motivations in social entrepreneurship.

Researcher: Ann Verbeke
Supervisor(s): Frank Janssen

Started on: September 2016
Final defence foreseen for: 2022

SUMMARY

The objective of the PhD project is to identify and measure the determinants that motivate an individual to engage in an entrepreneurial project whose main mission would be social development. Our analysis would allow us to highlight the influence of certain characteristics related to the entrepreneur and understand what would push them to act in a social way rather than in an economic one. We will focus on the entrepreneur's individual and contextual characteristics.

❖ **Title of the dissertation:** Economic growth sustainability of “21st Century Socialism” governments in South America: public policy analysis in the light of the development experience of East Asian new industrialized countries

Researcher: David Villalobos
Supervisor(s): Régis Coeurderoy

Started on: October 2015
Final defence foreseen for: 2019

SUMMARY

The objective of this Project is to analyse economic growth sustainability reached by the “21st century’s socialism” governments in South America (i.e. Venezuela, Ecuador and Bolivia) through the implementation or maintenance of determined public policies. Specifically, the research project will focus on the evaluation of the agricultural, industrial, trade and foreign direct investment (FDI) public policies applied by these governments to promote the rise of national income through the increase of productivity of the national and foreign enterprises, the diversification level of production and trade structure by attracting FDI or support national champion companies in key economic sectors (primary, secondary and/or tertiary).

❖ **Title of the dissertation:** The representation of the luxury entrepreneur as means to influence the investment decision of a potential investor

Researcher: Amélie Guillaume
Supervisor(s): Amélie Jacquemin and Frank Janssen

Started on: February 2015
Final defence foreseen for: 2019

SUMMARY

This dissertation takes a look at the narration of the entrepreneur while he/she is seeking financial resources. The first paper has been developed in order to build a model conceptualizing how entrepreneurial narratives influence the ability of the entrepreneur to raise funds from potential individual

investors. Then, the second paper will take an interest in the content of the entrepreneurial narratives (themes, words, tone...). Moreover, in the third paper, a experimentation will be conducted to analyse the impact of the narratives on the ability of the entrepreneur to raise funds (money raised, speed, numbers of investors...).

- ❖ **Title of the dissertation:** Corporate Social responsibility Development and integration process by sport organizations: the case of Belgian sport federations

Researcher: Géraldine Zeimers
Supervisor(s): Thierry Zintz

Started on: October 2014
Final defence foreseen for: October 2017

SUMMARY

This research focuses on the concept of corporate social responsibility in a sport-specific context. It specifically intends to examine the CSR construct from a strategic and cognitive perspective throughout a multi-level unit of analysis (individual, organizational and institutional).

The PhD project is divided into three steps:

- The first work package consists in a survey research among the entire Belgian sport federations population (121 organizations). This survey was completed by more than 75% and provided insightful information about the contextual background, the CSR practices and policies, the CSR implementation and integration process (organizational level).
- The second work package is a multiple case study based research that investigates the CSR development from a sense making approach (individual and organizational level). The cases selected for this research step are the Hockey federation (LHF); the Golf federation (VVG) and the football federation (URBSFA – ACFF-VFV).
- The third work package will provide a more theoretical contribution by reviewing the concept of political CSR within the sport management context (institutional level). The PhD dissertation will compile the papers produced during the research process, an original introduction and a general conclusion.

- ❖ **Title of the dissertation:** A metrics-based methodology for evaluating graphical user interfaces of information systems

Researcher: Mathieu Zen
Supervisor(s): Jean Vanderdonckt

Started on: September 2012
Final defence foreseen for: March 2017

SUMMARY

The graphical user interface (GUI) of an interactive system is nowadays the most frequently used interaction modality. While the contents are of high importance, the Look and Feel is an equally essential factor determining the GUI quality that is impacted by several determinants such as, but not limited to, aesthetics, pleasurable, fun, etc. Therefore, GUIs aesthetics is a potential element to focus on in order to facilitate communication between device and user. On that basis, one question that comes up is: "Is it possible to evaluate the quality of a GUI by estimating its aesthetics through a series of measurable geometric metrics?". This dissertation explore possible directions to address the previous question by, first,

introducing a simplifying model of GUIs aesthetics that captures aesthetics aspects and regions-related metrics. In a second phase, a methodology for the evaluation of GUIs aesthetics is defined based on the underlying model. Subsequently, a model-based implementation of the aforementioned methodology is designed in the form of a web service tool for metrics-based evaluation of GUIs. Finally, with the purpose of validating the approach, the results of conducted experiments and surveys on users' aesthetics perceptions are presented.

3. Activities



RESEARCHERS AT LOURIM PHD DAY, SEPTEMBER 2016

3.1. Organized Seminars and Conferences

AFM Methodological workshop

Ingrid Poncin organized a workshop titled “Sémiotique et Marketing” at the Université Paris 2 Panthéon-Assas in Paris on March 16-17. The workshop was conducted by F. Bohrie, D. Dion and N. Ozcaglar-Toulouse in the context of the AFM “Rencontre d’Hiver”

Methodological workshop

This workshop on “Médiation et Modération avec SPSS” conducted by Romain Cadario, professor at the IESEG School of Management was organized by Ingrid Poncin in Mons on 29 April.

6ème journées Doriot

Held in Mons, on 19 and 20 May 2016, the two-day conference organized by Prof. Frank Janssen et Amélie Jacquemin gathered some ... people on the subject of Entrepreneurship and Society: for critical approaches. This event benefited from presentations by Chris Steyaert from St Gallen University and Christophe Schmitt from Université de Lorraine.

Seminar by Prof. Koen Heimeriks, invited professor at Aalto

On 24 May, Prof. Heimeriks gave a seminar for the researchers of the CRECIS on the subject of company merger and purchase

6th CSR Research Seminar

The marketing department organized this seminar in Brussels, in collaboration with ICHEC, IESEG and Audencia on June 23 and 24. This year the main theme was “Taking corporate responsibility to the next level: Innovative business approaches”. The keynote speaker was Prof. Frank Boons from the University of Manchester for a plenary session on responsible business models.

Seminar by Prof. Robert Faff, from UQ Business School

On 26 September, Prof. Robert Faff, from UQ Business School gave a seminar titled “Pitching my Research”. In this presentation, he explores a methodical approach to pitching a new research proposal, giving emphasis to providing general advice to both “pitchers” and “pitchees”.

Invited conference by Prof. Oscar Pastor, from Polytechnic University of Valencia

On 12 October, Prof. Pastor explained how using advanced conceptual model and data technologies offers an opportunity to understand the secrets of life hidden in the Genome Code.

Seminar by Dr Rocio Aliaga-Isla, from HEC Liège

On 15 November, the CRECIS has invited Dr Rocio Aliaga-Isla, from HEC Liège to present her paper titled From “Push-Out” to “Pull In” Together: An Analysis of Social Entrepreneurship. This was the opportunity for her to receive peer comments before publication.

Research seminar by Prof. Sandrine Fernex-Walch, University Toulouse 1

The presentation by Prof. Fernex took place on 14 November. It aimed at describing a valorisation procedure for research in innovation management on the basis of a research conducted during more than 10 years with managers of a medium-size company working in the field of aeronautics.

Research seminar by Prof. Yuping Liu from Old Dominion University

This research seminar was given by Prof Yuping Liu during her stay at the marketing department. She presented the results of four empirical studies which show consistent interference between loyalty and habit over a variety of consumer responses, including reaction to brand-related marketing offers, resistance to alternatives in a stock-out situation, and tendency to engage in word-of-mouth.

Research seminar by Prof. Yves Hallée from University Laval

This research seminar was given by Prof. Yves Hallée, University Laval, on the occasion of his stay at the HR department. In his presentation titled Historical prospect on the evolution of HR and its teaching in the field of industrial relations in Quebec, Prof. Hallée described the management of human resources in Quebec by means of a description of the academic field since the industrial revolution.

3.2. Invited Speeches

Amélie Jacquemin

- Luxembourg Creative en partenariat avec la CCILB, 29 September 2016, Libramont, *Oser l'entrepreneuriat : focus sur la Wallonie.*

Nicolas Kervyn

- Université de Bordeaux, 28 January, *Perception de sociabilité et compétence de marques and De l'identité nationaliste*

Valérie Swaen

- University of Valencia, 7 April, *How Do Consumers React to Ambivalent CSR Information? Application the Retailing Sector.*

Laurent Taskin

- Bibliothèque Hergé, 15 December 2016, Brussels: *Mutations et transformations du travail*
- Conférence plénière de la fonction publique avec le Ministre S. Vandeput et E. Veldhoen, 29 novembre 2019, *Travail et management: de l'atelier au NWOW*
- La Louvière, 24 novembre 2016, *New ways of working : Paradoxes et enjeux*
- Conférence inaugurale de l'Association des Dirigeants du Personnel Bruxelles-Brabant, 25 October 2016, *Management Humain: Comment renouveler la GRH?*
- Conférence inaugurale de l'académie d'été HR Square, 25 August 2016, *Pourquoi et comment repenser les modèles et les pratiques de la GRH et du comportement organisationnel autour de l'ambition de carrières plus durables ?*
- Assises de la fonction publique, 3 March 2016, *NWOW : Enjeux et perspectives pour les organisations*

Jean Vanderdonckt

- Hawaii International Conference on System Sciences HICSS'50, 5 January 2016: *Towards Strategic Usability*
- Grenoble INP, 29 March 2016, *Prototypage rapide de l'interface utilisateur*
- Grenoble INP, 29 March 2016, *User Interface Prototyping*. Accessible at http://iihm.imag.fr/calvary/Teaching/HCI/Videos/Ensimag_29-03-2016_ENG.mp4

- Laboratoire d'Informatique de Grenoble (LIG), séminaire Interaxe: 14 April 2016, *Machine Learning for Improving Adaptive User Interfaces*
- Polytechnic Univ. of Valencia: 22 April 2016, *Sketching as-a-Service (Skaas)*
- Université Pierre Mendès-France: 2 June 2016, *Gesture Interaction for Information Systems*
- Univ. Alexandru Ion Cuza, Romania: 9 September 2016, *Pen-based gestures and sketching*
- Polytechnic Univ. of Bucharest: 2 November 2016, *Heuristic Evaluation of User Interfaces*

Thierry Zintz

- Engaging Skillful Volunteers Seminar, Maltese Presidency of the Council of the European Union, Malta, 30th November 2016, Keynote speaker « *Skillful Volunteers supporting Governance. A must for the Future of Sport* »
- Third Sport Management Seminar of the International Committee for Mediterranean Games, Tirana (Albania), 5 and 6 November 2016, Keynote speaker « *The challenge of Olympic values and good governance in sport organisations. From thinking to implementing* »
- Comite Olimpico Argentino / Academia Olimpica, Buenos Aires (Argentina), 24 and 25 October 2016, Keynote speaker « *The challenge of Olympic values and good governance in sport organisations. From thinking to implementing* »
- Conference "Education in and through Sport" Beyond Borders, Slovak Presidency of the Council of the European Union, Bratislava (Slovakia), 18-19 July 2016, Overall Rapporteur and Chair of the Round Table « *Towards Integrity of Sport* »
- Comité National Olympique et Sportif Français (CNOSF), Paris, 21 June 2016, *Les défis de l'emploi et des compétences dans le sport en Europe* »
- Université de Franche-Comté (Besançon), 6 April 2016, *Mettre la bonne gouvernance en oeuvre dans les organisations sportives européennes : le projet* « *Support the implementation of Good Governance in Sport* » (SIGGS) »

3.3. Visitors

March 2016

Prof. Benoit Seguin, School of Human Kinetics, University of Ottawa (Canada)

April 2016

Jens Christensen, Federal Reserve Bank of San Francisco

Prof. Russel Belk, Schulich School of Business (Canada)

May 2016

Prof. Koen Heimeriks, University of Aalto (Finland)

September 2016

Prof. Jean-Pascal Gond, Cass Business School (UK)

September 2016

Prof. Robert Faff, UQ Business School (Australia)

Prof. Pierre-Yves Gomez, EM Lyon Business School (France)

October 2016

Prof. Oscar Pastor, Polytechnic University of Valencia (Spain)

Prof. Yves Hallée, Université Laval (Canada)

November 2016

Prof. Sandrine Fernez-Walch, Université de Toulouse (France)

Prof Farid Ben Assel, UQAR (Canada)

November 2016

Dr Rocio Aliaga-Isla, HEC Liège

December 2016

Prof. Yuping Liu, Old Dominion University (USA)

4. Awards and Prizes



4.1. Internal Research Award

2015 Research Award was granted to Prof. Leonardo Iania for his paper titled “A macro-financial analysis of the euro area sovereign bond market”.



THE PRESIDENT, PROF. JANSSEN, HANDS THE AWARD TO PROF. IANIA,
MONS, 16 SEPTEMBER 2016

4.2. Awards received by institute members

Special FFA Turgot Award.

The book “Entrepreneuriat, développement durable et territoires », to which Prof. **Frank Janssen** and his assistant **Roxane De Hoe** participated, received the special FFA Turgot award (29th edition) .

Most innovative paper award

Thomas Leclercq, researcher in the marketing department, received the award of the most innovative paper for his presentation at the EIRASS 2016 that was held in Edinburg from 11 to 14 July 2016. The paper is titled “The Use of Gamification to Increase Patients and Employees’ Engagement in Participative Healthcare Services” is the result of a research conducted in collaboration with Prof. Hammedi (UNamur) and Prof. van Riel (RWTH)

Best conceptual communication

On the occasion of the 13th International French speaking congress in entrepreneurship and SME (CIFPME), Prof. **Frank Janssen** and his PhD student, **Laurent Lahaye** won the first prize of the Best conceptual communication for their paper titled “l’hybridité des entreprises sociales menace par la dérive de mission. Nouvelles perspectives de recherche par l’étude du capital social”.

President of AIRPME

After having been elected vice-president of the International association for entrepreneurship and SME research two years ago, **Frank Janssen** was elected President on the occasion of the General Assembly held in Trois Rivières (Canada) in November 2016.

List of publications



Journal articles

- Agrell, Per Joakim ; Grifell-Tatjé, Emili. A Dynamic Model for Firm-Response to Non-Credible Incentive Regulation Regimes. In: *Energy Policy*, Vol. 90, p. 287–299 (2016). doi:10.1016/j.enpol.2015.12.029. <http://hdl.handle.net/2078.1/172515>
- Agrell, Per Joakim; Bogetoft, Peter. Decentralization Policies for Supply Chain Investments Under Asymmetric Information. In: *Managerial and Decision Economics: the international journal of research and progress in management economics*, Vol. 38, p. 394-408 (2017). doi:10.1002/mde.2783. <http://hdl.handle.net/2078.1/172531>
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- Bacq, Sophie ; Janssen, Frank ; Kickul, Jill. In pursuit of blended value in social entrepreneurial ventures: An empirical investigation. In: *Journal of Small Business and Enterprise Development*, Vol. 23, no.2, p. 316-332 (2016). doi:10.1108/JSBED-04-2015-0047 (Accepté/Sous presse). <http://hdl.handle.net/2078.1/175972>
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INFORMATION TECHNOLOGY, Vol. 35, no.11, p. 980-997 (26 Oct 2016). doi:10.1080/0144929X.2016.1212095. <http://hdl.handle.net/2078.1/181108>

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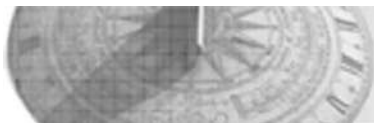
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