

Activity Report 2017



<https://www.uclouvain.be/lourim>

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INTRODUCTION – THE WORD OF THE PRESIDENT

The *Louvain Research Institute in Management and Organizations* (**LouRIM**) is one of the research institutes created further to the restructuration of the *Université catholique de Louvain* in 2010. Its members are active in fields as varied as accounting, audit and control, marketing, corporate social responsibility, strategy, entrepreneurship, innovation, human resources management, organizational behaviour, information systems, critical management studies or change management.

This report summarizes the activities of the Institute in 2017. It is the illustration of our members' dynamism supported by an enthusiastic administrative team. At the end of 2017, LouRIM counted some 92 people (or 76 EFT) working on its two campuses.

The report 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 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.

A general presentation of our research interests is also available in our leaflet. Copies can be requested at our secretariat secretariat-lourim@uclouvain.be



Prof. Frank Janssen, LouRIM President

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.

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 organisations, including but not limited to research on internal and external functional management processes that are present in all enterprises and organisations.

Since management is characterised 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, organisational behaviour, information systems, critical management studies or change management.

2017 Figures

30 CORE FACULTY MEMBERS

52 RESEARCHERS

26 ARTICLES IN INTERNATIONAL JOURNALS

33 ARTICLES IN INTERNATIONAL CONFERENCES

13 BOOK CHAPTERS

3 BOOKS

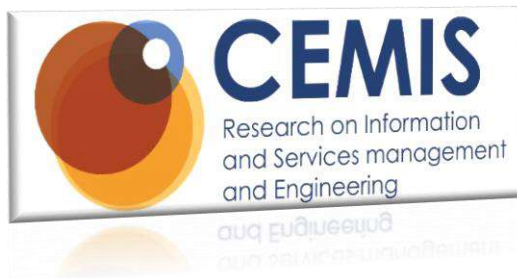
8 PHD THESES

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	Guilhem Bascle, Sylvie Baudine, Karine Charry, Jasmine De Wulf, Frank Janssen (President), Manuel Kolp, Thomas Leclercq, Florence Marescaux, Valérie Swaen		
Address	Place des Doyens, 1 bte L2.01.02 1348 Louvain-la-Neuve		
Site web	https://uclouvain.be/en/research-institutes/lourim		
Size¹	86 full members	30 professors	32 teaching assistants
			10 researchers on projects
			1 permanent scientific staff member
			9 self-funded PhD students
			4 administrative staff members
	28 affiliated members	17 professors	1 teaching assistant
			10 scientific co-operators

¹ Figures as of December 31, 2017

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 (e.g. with SAP, IBM, ...);
- A master programme dedicated to information management where many members of the centre are involved;
- Participation in various executive education programmes 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).

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 in 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, organisation of seminars and symposia, and business partnerships.

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). 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 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>



Organisations 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 organisations and human resources, promoting innovative strategies;
-  The role of entrepreneurial and responsible behaviours;
-  The dynamics of organisational 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 questioning 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 society as well as the public policies and social processes available to cope with them.

The studied processes thus impact the people, the organisations 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 dissertations, CIRTES organises seminars, workshops 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



Ina Aust is a professor of human resource management specialised in corporate social responsibility and sustainability. She holds a PhD in Human resource management from the University of Bremen. 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 organisation. He holds a PhD in strategy from HEC Paris. His research and teaching focus on strategy and corporate governance, and organisational responses to external expectations.

[HTTPS://UCLouvain.be/fr/repertoires/guilhem.bascle](https://uclouvain.be/fr/repertoires/guilhem.bascle)



Karine Charry is a professor of marketing. She holds a PhD in management sciences from the Catholic University of Mons (FUCaM). Her research interests are in the field of social marketing (use of theories and practices to the service of ideas favourable to individuals and societies), children as consumers and empowerment in the digital era.

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

Régis 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 organisational 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>



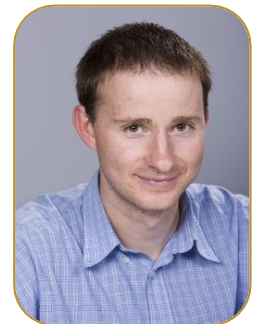


Caroline Ducarroz is a professor of marketing. She holds a PhD in management sciences from the Catholic University of Mons (FUCaM). Her research interests mainly concern auction systems and bidders' behaviour and recommendation systems in the mass-retailing sector.

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

François Fouss is a professor in IT management and information systems. He holds a PhD from the Université catholique de Louvain in management sciences. His research is focused on data analysis and covers different areas such as graph theory, data mining, machine learning, recommendation systems or segmentation.

<https://intranet.uclouvain.be/fr/repertoires/francois.fouss>



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>

Julie Hermans is an assistant professor in entrepreneurship. Her research interests focus on entrepreneurial decision-making in business contexts characterised 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 and a PhD in management science. For several year, she was a lawyer at the Brussels Bar. Her research interests include entrepreneurship, business regulations and policies, and SMEs' behaviours. She is an Associate Editor of "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.

<https://uclouvain.be/fr/repertoires/frank.janssen>



Nicolas Kervyn is 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 of 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 modelling 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>

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 behaviour, influence processes on emotions ...

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



Ingrid Poncin is a professor of marketing and 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. Since 2016, she has been the director of CERMA.

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

Anne-Catherine Provost is a professor of accounting and performance management. She holds a PhD 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>





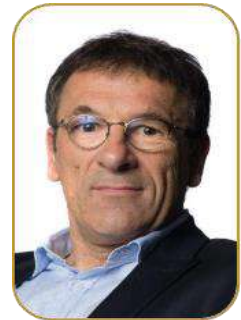
Gerrit Sarens is a professor of financial accounting, management accounting and auditing. He holds a PhD from the University of Ghent.

His research interests focus on internal auditing and corporate governance.

<https://uclouvain.be/fr/repertoires/gerrit.sarens>

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

<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 from the Université catholique de Louvain 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 optimisation 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 and corporate social responsibility (CSR). She holds a PhD in management sciences from the Université catholique de Louvain. Her research interests include relationship marketing, consumer behaviour, CSR and more specifically consumers' reactions to CSR communication. From 2014 to 2016, she was the Director of the LouRIM research group CERMA (Centre on Consumers Relations and Responsible Marketing).

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

Laurent Taskin is a professor of human resources and organisation studies. He holds a PhD in management sciences. He is the professor in charge of the LaboRH Chair in human management and labour transformations. His research focuses on critical approaches to management in the context of new forms of work organisation. He 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 a teaching habilitation in mathematics, a Master in computer sciences and a PhD in sciences from University of Namur. He was a post-doc at University of Lille 1 and has been the Head of the Louvain Interaction Laboratory (LiLab) since 1998. He is a former president of the institute.

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

Alain Vas is a professor of 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 organisations management at the Faculty of Sports Sciences of the Université catholique de Louvain. He was Vice-President of the Belgian Olympic and Interfederal Committee from 2001 until 2017 and is President of the European Observatory of Sport and Employment. He is the director of MEMOS, an Executive Master in management of sport organisations, organised by the International Olympic Committee and twelve universities worldwide.

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

Permanent Scientific Staff

Dr Bruno Michiels

Professor Emeritus

Prof. Marcel Gérard

Prof. Dominique Helbois

Associate members

Prof. Per Agrell (LSM/IMAQ)

Prof. Paul Belleflamme (LSM/IMAQ)

Prof. Thierry Bréchet (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 RESEARCHERS

Researchers in Information System Management



Nicolas Burny



Sylvain Courtain



Elora Fernandes



Hassan Haidar



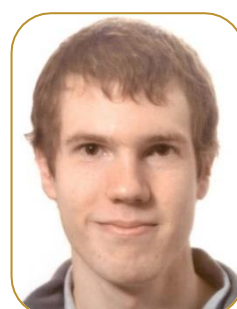
Dr Samedi Heng



Soreangsey Kiv



Bertrand Lebichot



Pierre Leleux



Nathan Magrofuoco



Vu Nguyen Huynh Anh



Dr Mathieu Zen

Researchers in Marketing



Dr Virginie Bruneau



Fanny Cambier



Pauline Claeys



Etienne Denis



Laetitia Lambillotte



Dr Thomas Leclercq



Justine Lecocq



Pauline Munten



Marie Sluysmans



Virginie Vandenbulke

Researchers in Strategy and Innovation



Charlotte De Kort



Anne-Catherine Denies



Christian Gnekpe



Charlotte Rodriguez Conde



Maud Lebrun



Rodolfo David Villalobos
Pozo

Researchers in CSR



Cécile Blondiau



Corentin Hericher



Arthur Lefebvre



Jessica Lieberman



Khanh Van Nguyen



Géraldine Zeimers

Researchers in Entrepreneurship



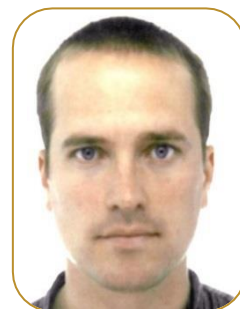
Kai Lan Chang



Roxane De Hoe



Paulami Mitra



Laurent Lahaye



Ann Verbeke



Amélie Wuillaume

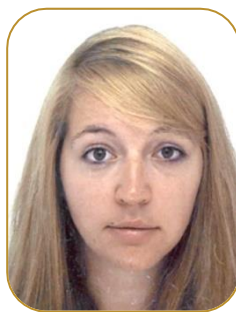
Researchers in HR



Michel Ajzen



Marie Antoine



Marine De Ridder



Chloé Jacquemin



Kamila Moulai



Lauriane Terlinden

Researchers in Supply Chain



Paul Chatelain



Imane Hssini

Researchers in Finance and Accounting



Mahmoud Al-Shaibie



Anaïs Angelucci



Nathanaël Betti



Géraldine Danaux



Florence Marescaux



Alice Sanna



Dragan Vucic

1.2.3. ADMINISTRATIVE STAFF



From left to right:

Sabine Finné (Accountant), **Jasmine De Wulf** (Activities and Event Coordinator), **Sylvie Baudine** (Administrative Coordinator), **Heike Rämer** (Secretary)

2. RESEARCH OUTPUT



2.1. FUNDED PROJECTS AND CONTRACTS

Project Title: Industore

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

Supervisor: Nathalie Delobbe

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 organisation 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.

Project Title: NWOWPME – Implementing and Developing Flexwork for SMEs

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.

The platform was officially launched in November 2017.

<https://www.digitalwallonia.be/fr/publications/plateforme-nwow-pme>

Project Title: 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:

Academics have proposed to consider brand perception as similar to social perception. We will test if brands are indeed anthropomorphised, 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 anthropomorphisation of the brands on consumer behaviour with an emphasis on brand trust.

Project Title: Innovation networks

Supervisor: Benoit Gailly

Funding source: Groupe Recherche-Développement (GRD)

Researcher: Charlotte De Kort

Budget: 80.000 €/year

Period: 2015 – 2019



Summary:

“What are the key determinants of organisational innovation and how can networking activities influence the firm’s innovation capability?”

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

Supervisor: Guilhem Bascle

Researcher: Anne-Catherine Denies

Funding Source: UCL-FSR

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

Summary:

The research aims to put forth a widened vision of competition where organisations exposed to the same institutional logic are all potential competitors, independently of the industries in which these organisations 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 organisations following the same institutional logic. The research further posit that rivalry among these newly defined competitors is closely linked to organisations’ geographical distribution: organisations 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 organisations, in response to the newly defined vision of competition. Empirically, the research will focus on twenty cultural organisations 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 organisations (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 organisations

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

Supervisor: Caroline Ducarroz

Funding Source: Wapinvest (Walloon Region)



Summary:

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.

Project Title: ESSA

Full Title: Feasibility Study on a European Sector Skills Alliance for Sport

Supervisor: Thierry Zintz

Funding Source: Erasmus Plus Programme – EAC/A04/2015 – KA2Cooperation for Innovation and Exchange of Good Practices – Sector Skills Alliances

Period: 2017-2020



Summary:

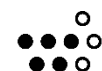
The project aims to engage for the first time the whole sport and physical activity sector together at the EU and national level to deliver the first EU-wide Employment and Skills map for the sector. ESSA-Sport offers the sport and physical activity sector a unique opportunity to build a partnership for quality research and consultation, to identify realities, trends and challenges facing the sector, and to undertake the first real analysis of labour market and skills needs and priorities based on a national “bottom-up” approach.

Project Title: Computational Psychology of Human Movement to Understand Gestures and Body Kinesics

Supervisor: Jean Vanderdonckt

Funding Source: UEFISCDI, Romania and Wallonie-Bruxelles International, Belgium

Period: 2017



Wallonie - Bruxelles
International.be

Summary:

In this project, we want to formalise a new methodology to understand human movements and whole-body gestures for interactive applications with new computational and psychological measures as well as new software tools to compute those measures automatically. Our goal is to empower the scientific community with

relevant software tools for gesture analysis, which we expect to foster new developments in whole-body gesture interfaces for interactive applications

Project Title: Gesture Recognition by Computational Algebra

Supervisor: Jean Vanderdonckt

Researcher: Nathan Magrofuoco

Funding Source: Fonds Spéciaux de Recherche

Period: September 2017-August 2019

Budget: 105 k€

Summary:

In this project, we apply computational algebra to address the problem of stroke gesture recognition.

2.2. RESEARCH CHAIRS

2.2.1. OLYMPIC CHAIR HENRI DE BAILLET LATOUR AND JACQUES ROGGE IN MANAGEMENT OF SPORTS ORGANISATIONS

The “Olympic Chair Henri de Baillet Latour and Jacques Rogge in Management of Sports Organisations” (CMOS - UCL) was created on 1 September 2008 by the Fund Baillet Latour, in close cooperation between the Université catholique de Louvain and the Ghent University, as a part of the Faculté des sciences de la motricité and LouRIM (UCL).

Researchers: Arthur Lefebvre, Cécile Blondiau and Géraldine Zeimers

It is the aim of the Chair to develop research and 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, emphasizing the Olympic values related to sports ethics and good sportsmanship. This aim is supported by the supervisor of the Chair, **Professor Thierry Zintz**, who has gained expertise in this kind of management and in the leading of sports organisations.



2.2.2. LABORH CHAIR

Funding source: Public and Private Organisations (in 2017: AGC, AXA, AViQ, BNB, BNPP-Fortis, Carmeuse, Ethias, RTBF, Solvay, UCL)

Researchers: in 2017: Marie Antoine (PhD student), Marine De Ridder (PhD student), Chloé Jacquemin (PhD student), Laurianne Terlinden (Researcher)

Founded in June 2011, the Chair laborH supervised by **Professor Laurent Taskin** is a Centre of Expertise dedicated to HRM in a context of labour transformations. LaborH Chair is organised 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 conducts 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 offer cutting-edge knowledge to partners.



For more information about the 20+ research topics covered, 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 of 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, personalisation, 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 is 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 specialisation 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. ESSENSCIA CHAIR

In March 2017, essenscia, the Belgian association for chemistry and life sciences, signed a 3-year partnership to support CSR (Corporate Social Responsibility) activities organised at UCL.

The main objectives of this partnership are to (1) develop education to responsible management; (2) develop specific research projects related to sustainability; and (3) contribute to society, via awareness campaigns, and organisation of workshops with students, managers, and academics.



As part of this collaboration, **Professor Valérie Swaen** carried out a survey to determine how the public perceives the contribution of the sector to sustainable development. A special focus on young people was requested as the ageing of the sector's workforce coupled with its steady growth means there is a constant need for junior talents with a scientific or technical higher-level degree. Better understanding the perception of the young public will thus help the sector shape its activities to raise young people's awareness of the importance of choosing to study Science, Technology, Engineering and Mathematics (STEM subjects).

2.3. DISSERTATIONS DEFENDED IN 2017

Title of the dissertation: Impact of Unified User-Story-Based Modeling on Agile Methods: Aspects on Requirements, Design and Life Cycle Management

Researcher: Samedi Heng

Started on: September 2011

Supervisor(s): Manuel Kolp, Yves Wautelet

Defended on: 23 February 2017

SUMMARY

User Stories (US) are the most commonly used requirements artifacts within agile methods such as XP and Scrum. They are written in the form of text of maximum two lines in natural language using prose or following a specific template. Traditionally, they are written down on an index card and posted on a wall or whiteboard for analysing and monitoring the progress of the project. This performs well when the number of US is limited; but not so well when the number of US is large. In practice, many templates have been proposed with no semantic associated to each syntax used in the templates. This leads to series of issues looking alike different stakeholders interpreting the purpose of the US differently and results in making the whole set difficult to structure and analyse. In the end, this translates in misinterpretation of requirements. This thesis starts with studying existing US templates in order to build a (consistent) unified model for their use with, for each keyword, a syntax and associated semantic. Particularly, this thesis studies US templates following the structure: As [WHO], I want [WHAT], so that [WHY]. Additionally, we also build a derived graphical representation for representing a US set to better analyse dependencies and alternatives of US. This notably allows building a view of the system-to-be on multiple aggregation level. A coarse-grained view can help the development team to better manage the life cycle of the application development by selecting relevant US to be developed within the coming iteration(s). Additionally, a fine-grained view allows dealing with the details of the functions to be developed. This thesis is organised as follows.

Part I introduces the work. Part II presents the related literature review—i.e., agile software development, requirements engineering and requirements engineering in agile methods. Part III exposes the unified model for US template which is the pillar of the thesis and is used as a foundation for the other contributions of the thesis. The unified model was constructed based on empirical data collected from the web and scientific literature. The adopted concepts are the Role in the WHO dimension; the Capability, Task, Hard-goal and Soft-goal in the WHAT dimension; and, finally, the Task, Hard-goal and Soft-goal in the WHY dimension. We also provide a well defined semantic associated to each of these syntaxes; most of them come for the i* framework. Part IV presents the Rationale Tree (RT), a goal-based graphical representation for representing US sets. It indeed allows analysing the dependencies between US set in a US set—this allows us to better understand the implications in terms of business value offered by their development as well as to get a multiple level view of the system-to-be. Basically, a RT is built out an empirical study on the ability of understanding the constructs of the unified model for tagging a US set and ultimately building a RT out of a US set. The experimentations were conducted with 3 groups: IT Students, Business Students and Researchers. The results have shown that, when tagging a US, identifying the right concept—especially for functional elements where granularity plays an important role—can only be done when evaluating a consistent US set as a whole and thus not on an individual basis. Part V provides an alternative approach for graphically representing a US set based on the (industry adopted) Use-Case model. The latter model is nevertheless intended to only provide a coarse-grained representation of the system-to-be. Finally, Part VI concludes the thesis and discusses future work.

Title of the dissertation: Revisiting European day-ahead electricity market auctions: MIP models and algorithms

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

Started on: February 2012
Defended on: 15 March 2017

SUMMARY

In Europe, orders are submitted to power exchanges integrated under the Price Coupling of Region project, to sell or buy substantially large amounts of electricity for the next day. The orders involved render the underlying microeconomic optimization problem "non-convex", departing from more classical assumptions in microeconomic theory. Uniform prices are computed, in the sense that every market participant in a given location and hour of the day will pay or receive the same electricity price and no other side payments are considered. This is done at the expense of having some bids "paradoxically rejected" at the computed market prices, as some bids may propose a price which is "good enough" but are yet rejected. It is also at the expense of welfare optimality, as most of the time, no welfare optimal solution can be supported by uniform prices such that no financial losses are incurred.

The present thesis proposes mixed integer programming models and algorithms for such non-convex uniform price auctions. In particular, a new bidding product is proposed which generalises both block orders used in the Central Western Europe Region or Northern countries, and, mutatis mutandis, complex orders with a minimum income condition used in Spain and Portugal.

Title of the dissertation: A methodology for assessing aesthetics of a graphical user interface of an information system: visual measures-based automated evaluation

Researcher: Mathieu Zen
Supervisor(s): Jean Vanderdonckt

Started on: September 2012
Defended on: 16 March 2017

SUMMARY

The Graphical User Interface (GUI) is probably the most frequently used interaction modality of all interactive systems. While the information contents of these GUIs are of high importance, their presentation is recognised as an essential factor that determines the GUI quality that is impacted by several determinants such as, but not limited to: visual design, aesthetics, pleasurability, arousal, and fun. Consequently, assessing the aesthetic quality of a GUI becomes a potential element to focus on in order to facilitate communication between the end user and her information system. "How to assess user interface aesthetics?" remains a question faced by several researchers and designers during the user interface development life cycle since aesthetics has been demonstrated to positively influence usability, user experience, pleasureability, and trust. Visual techniques borrowed from visual design suggest that the GUI layout could be assessed against a set of visual measures such as balance, symmetry, alignment, and simplicity, to name a few. For each visual technique, a visual measure could be computed based on a mathematical formula that captures the basic elements for each technique. Whereas different formulas exist for computing each visual measure, no consensus exists today on how to consistently evaluate these measures in a way that is aligned with human judgment, which is intrinsically subjective. In order to appropriately assess the aesthetic quality of a GUI of an information system, there is a need to align the machine objectivity based on computerised visual measures to the human subjectivity based on human perception.

Title of the dissertation: La fabrique de l'intégration professionnelle : entre contraintes institutionnelles et dynamiques organisationnelles

Researcher: Stéphanie Coster

Started on: May 2011

Supervisor(s): Evelyne Léonard

Defended on: 20 March 2017

SUMMARY

La thèse examine l'influence des contraintes institutionnelles et des dynamiques organisationnelles au sein de la « fabrique » de l'intégration professionnelle. Dans le but de comprendre l'intrication entre les différents processus en jeu, cette recherche fait dialoguer les théories néo-institutionnelles et la théorie de la régulation sociale, mettant en avant les pressions institutionnelles cadrant les organisations et les choix managériaux, mais également les réactions des acteurs de l'organisation – gestionnaires et travailleurs – par rapport aux règles imposées. Au travers d'une enquête quantitative, d'une analyse documentaire et d'études de cas, cette thèse de doctorat démontre que l'intégration professionnelle est influencée par les contraintes institutionnelles et les processus organisationnels, mais dans une certaine mesure seulement. C'est finalement le jeu des acteurs en présence qui façonne l'intégration professionnelle

Title of the dissertation: La formation professionnelle continue face au défi de la justice dans les organisations : le cas des entreprises et universités vietnamiennes

Researcher: Thi Thu Thao Lê

Started on: October 2009

Supervisor(s): Matthieu de Nanteuil

Defended on: 23 March 2017

SUMMARY

Face au problème universel de l'inégalité d'accès des salariés actifs à la FPC, nous nous interrogeons sur les logiques d'action des acteurs. Les enjeux de justice en la matière se trouvent non seulement sur une proportion importante d'inégalité d'accès, mais la liberté d'action, la question du choix et les relations au travail constituent autant de questions qui touchent aux sphères de justice. Dans cette thèse, nous avons examiné les principes de justification qui ont légitimé l'engagement des acteurs dans cette pratique. Nous nous sommes intéressés également aux mécanismes institutionnels, socioéconomiques et culturels susceptibles d'influencer ces justifications. En partant d'une approche constructiviste et centrée sur les acteurs, nous avons étudié le sens de la justice en matière de FPC des salariés vietnamiens des secteurs manufacturier et universitaire. Les résultats de notre recherche montrent que l'inégalité d'accès en soi, ne constitue pas forcément un problème de justice en matière de FPC. Cette inégalité dissimule la pluralité des critères de justice des personnes concernées

Title of the dissertation: A cross-device pattern-based approach for designing multiple user interfaces to information systems

Researcher: Thanh-Diane Nguyen

Started on: February 2012

Supervisor(s): Jean Vanderdonckt

Defended on: 29 March 2017

SUMMARY

Based on a comparative analysis of different user interface pattern catalogues, languages, and on the requirements elicited from it, this thesis 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: Essays on the engagement mechanisms in the value co-creation process: the case of gamification

Researcher: Thomas Leclercq

Started on: June 2014

Supervisor(s): Ingrid Poncin, Wafa Hammedi

Defended on: 6 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 recognised to facilitate the interactions, resources exchanges and value co-creation. However, despite their important role, these technologies are not sufficient for an effective engagement of customers yet considered as a key predictor of successful co-creation experiences. Although value co-creation has been explored by researchers from multiple fields, how to design interactive platforms to engage customers is a gap consistently identified by prior literature and the Marketing Science Institute as requiring further research. Therefore, this doctoral dissertation compiles four essays combining qualitative and quantitative methods to explore gamification as a powerful means to create, manage and maintain participants' engagement over time. Our contributions to management and marketing disciplines are threefold. First, we unify the difference perspectives discussing value co-creation around a common theoretical framework. Second, we emphasise the dynamics underlying customer engagement and explore their evolution over time. Finally, we conceptualise gamification through a customer-centric perspective and explain how gamification mechanics operate thorough customers' journey. In that respect, we report the benefits and potential risks related to those mechanics and provide managers with guidelines regarding how to manage gamification over time.

Title of the dissertation: Social network analysis using graphs, applications in clustering and recommender systems

Researcher: Felix Sommer

Started on: October 2012

Supervisor(s): François Fouss

Defended on: 27 October 2017

SUMMARY

In this thesis, we study the implications of social network analysis in the context of its applications in learning on graphs, clustering tasks, and recommender systems. In particular, we develop a new multi-label based graph learning algorithm that takes the entirety of graph data into account. Additionally, a new clustering method and the analysis of different graph node distances is an important subject of our research as a proposition for community detection in social networks. The focus is on a new weighted kernel k-means approach as well as

using the modularity criterion to render the algorithm more autonomous. Furthermore, we look at recommender systems in the context of retailers in the fast-moving consumer goods industry. Here, we propose the introduction of repeated interaction behaviour into a matrix factorization approach that is often used in recommender systems. Finally, we implemented a new multi-level recommendation algorithm for the LensKit recommender toolkit. This algorithm works on two levels, the first level takes the complementary nature of goods into account, whereas the second level considers the substitutable nature.

Title of the dissertation: Assessing the effectiveness of loyalty programs in building customer engagement and loyalty

Researcher: Virginie Bruneau

Started on: May 2012

Supervisor(s): Valérie Swaen, Pietro Zidda

Defended on: 18 December 2017

SUMMARY

There is no doubt that loyalty programs are still popular. But are they still effective? Marketers continue to put more and more time and money into their programs, but are they getting the kind of payoffs they expect in customer relationships and engagement? Taking this issue as a starting point, this doctoral dissertation assesses the effectiveness of loyalty programs in building customer engagement and loyalty. Specifically, the first essay shows what engagement with loyalty programs is, develops a valid scale for it and assesses its link with company engagement. In addition, this essay shows that traditionally used measures of loyalty program engagement such as card usage or point redemption do not reflect effectively customer engagement with the company. The second essay identifies what reward types and communication should be used to make members more engaged in loyalty programs. The third essay identifies the behavioural patterns that reduce the gap between program loyalty and company loyalty. In addition, this essay investigates the impact of loyalty program related communication on this gap.

2.4. ONGOING DISSERTATIONS

Title of the dissertation: New ways of working and power issues: how does telework question social dynamics?

Researcher: Michel Ajzen

Started in: July 2013

Supervisor(s): Laurent Taskin, Evelyne Léonard

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 organisational 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 organisations.

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 organisational 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 organisations. Second, it objectivises 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 organisations 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 teleworking is practiced.

Title of the dissertation: Unveiling the organisational identity: a spatial approach based on the office. The case of ORES Picardy Wallonia transition towards an activity-based workspace

Researcher: Marie Antoine

Started in: February 2015

Supervisor(s): Laurent Taskin

Final defence foreseen for: August 2018

SUMMARY

The thesis studies how the transformation of the office influences the construction of an organisation's identity.

More specifically, this research focuses on the introduction of an activity-based workspace, and investigates how the transition towards this new work environment alters the ways of being and working, and workers' perceptions of their organisation's identity. In order to address this question, this thesis is based on a qualitative empirical research in which data were collected through semi-structured interviews, documentary analysis, and observation. Thanks to this empirical design, this thesis shows that the transition towards an activity-based workspace challenges an organisation's identity, and might result in a fragmentation of the organisational identity among workers, depending on their work identity.

Title of the dissertation: The alignment between the internal audit activities and scope and the organisational strategy

Researcher: Nathanaël Betti

Started on: November 2016

Supervisor(s): Gerrit Sarens

Final defence foreseen for: 2022

SUMMARY

The internal audit function (IAF) is required to manage risks within an organisation. It has a broad scope and sometimes an unclear role within the organisation. 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 organisational factors that may influence the IA scope and role. More specifically, our interest lies on the strategy of the organisation. Besides, we will investigate the competences required from the internal auditors to enable the IAF to align itself to the strategy. Researchers and practitioners largely demonstrated the strategic value of the internal audit but it would be interesting to study the impact of the organisational strategy 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.

A better understanding of the impacts of the IAF would result in a better match between the IAF and its organisational strategy and culture.

Title of the dissertation: Advertising consumer-ideated new products: mechanisms and conditions impacting the brand audience’s evaluations and behavioural intentions

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, allows 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 empower 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 to generate ideas and/or 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 asks “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 is worth advertising their customer empowerment strategies and how to best benefit from it.

Title of the dissertation: Crowdfunding for social enterprises

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

Started on: October 2013
Final defence foreseen for: 2019

SUMMARY

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) research 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 optimisation model that provides a fair allocation of resources in order to reach the optimal social welfare (i.e. enabling a structured and documented arbitration between the stakeholders). The model intends to be global and will cover several aspects at the same time (fairness principle, flight and airports technical constraints, historical view, annoyance measure, impact on health ...).

Title of the dissertation: Understanding the impact of social media influencers on consumers' perceptions, attitudes and behaviours. An investigation of the relationship and persuasion mechanisms between the SMI and their followers

Researcher: Pauline Claeys
Supervisor(s): Karine Charry

Started on: November 2016
Final defence foreseen for: 2022

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 (Verette and Laurent, 2004). They are called "social media influencers (SMI)". 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 SMIs. This commercial practice is called product placement (PP). The objective of this project is to investigate the persuasion process at play in the very specific context of SMIs' PP and to provide a better understanding of consumers' responses and empowerment. In order to do so, we will focus on (1) the relationship between SMI and their followers; (2) followers' attributions of SMI's motivations; (3) the impact of the repetitive dimension of the practice, also at different levels of satisfaction, especially on engagement; (4) factors of consumers' empowerment.

Title of the dissertation: Fuzzy community detection in networks: models, performance measures and empirical comparisons

Researcher: Sylvain Courtain
Supervisor(s): Marco Saerens

Started on: September 2017
Final defence foreseen for: 2023

SUMMARY

Community detection in networks is one of the major fundamentals of the science of networks. This is an emerging discipline and part of the computing sciences. It purports to study networks data and, especially, analyse the links and interconnections within these networks. Nevertheless, it did not attract significant interest until the rapid growth of the Internet in the early 2000's, as it became more and more popular and extended to diverse scientific areas such as physics, biology, ecology, marketing, etc. In general terms, a graph is a

mathematical object composed of elements called "nodes" which can be connected two-by-two by an edge if there is any relation between them. As the science of networks spreads to more and more sectors, we can find networks in a growing number of contexts. Among these networks, one of the best-known is the World Wide Web, within which web pages are interconnected by hyperlinks. Another, more recent example of networks is Facebook, the well-known social media through which people connect with each other on the basis of friendships or any other characteristics which they are likely to share.

The aim of this thesis is to examine a characteristic feature of any network: community structure, in particular the detection of these communities using clustering methods. Clustering groups nodes according to their similarities or to their difference in communities without knowing beforehand the class labels underlying the graph. Thus, the clustering algorithms generally allow to achieve a partition of the distribution of every node in the various communities. In this classic vision of clustering, every node is thus assigned to a single community. Nevertheless, this view was recently somewhat contradicted by the appearance of the concept of fuzzy communities in which a node may be in more than one community at a time. In this concept, the communities may overlap and the structure of communities of the graph becomes more complex to analyse.

That is why we will introduce in this thesis new clustering algorithms allowing us to find a fuzzy partition of communities in a network, but also new performance measures especially adapted to fuzzy clustering, based on specific characteristics of graphs that present a structure allowing that one node belongs to several communities at the same time.

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 reorganisation) 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 work 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: The importance of knowledge networks for organisational innovation: A case study.

Researcher: Charlotte De Kort

Started on: September 2015

Supervisor(s): Benoit Gailly, Françoise de Viron

Final defence foreseen for: 2019

SUMMARY

In the first part of the thesis the key determinants for organisational innovation are discussed and a framework, categorising the determinants at different levels of the analysis, is developed. A second part, the core of the thesis, focusses on the network level and more specifically on informal knowledge networks for organisational innovation. In the second part of the thesis an introduction on informal knowledge networks is provided as well as a discussion on its benefits and its link with organisational innovation. Finally, the orchestration of informal knowledge networks is discussed and key roles and activities of the orchestrator are laid out and discussed.

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

Researcher: Anne-Catherine Denies

Started in: October 2016

Supervisor(s): Guilhem Bascle

Final defence foreseen for: 2020

SUMMARY

The research aims to put forth a widened vision of competition where organisations exposed to the same institutional logic are all potential competitors, independently of the industries in which these organisations 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 organisations following the same institutional logic. The research further posits that rivalry among these newly defined competitors is closely linked to the organisations' geographical distribution: organisations 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 organisations, in response to the newly defined vision of competition. Empirically, the research will focus on twenty cultural organisations 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 strategic management and sociology of organisations (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 organisations.

Title of the dissertation: Essays on the self-interested determinants of prosocial behaviours: The case of charitable giving

Researcher: Etienne Denis

Started on: February 2015

Supervisor(s): Claude Pécheux, Per Joakim Agrell

Final defence foreseen for: August 2018

SUMMARY

Although charitable giving is not a recent issue, economic and humanitarian upheavals have led to a renewed interest for the topic in recent years. Beyond the institutional changes to which charities have been exposed, a shift in donors has also forced organisations to reconsider their fundraising methods. The limited efforts to integrate both altruistic and egoistic motives of generosity and the static perspective adopted when trying to model charitable giving have been recently pointed in the literature as key priorities for future research in the field.

To address these issues, the present doctoral dissertation offers a contextualised, dynamic and integrative understanding of the decision-making process of donations. Combining four essays, this research explores how the motivations of generosity evolve over time and empirically investigates the interactions between self- and other-oriented determinants of charitable donations. This doctoral research contributes to several debates on

the respective influence of personal and more altruistic determinants of generosity, on the public dimension of the behaviour as well as on the role of personal feelings on the decision to donate.

Title of the dissertation: The issues of the dialogue in the so-called liberated firms: a discussion-spaces approach

Researcher: Marine De Ridder

Started on: July 2017

Supervisor(s): Laurent Taskin

Final defence foreseen for: May 2021

SUMMARY

In this research, we aim at identifying the issues of the dialogue in so-called liberated firms (SLF). Some of SLFs' principles such as the subsidiarity principle or worker's autonomy (Getz, 2017) suggest a renewal of the dialogue (social dialogue included) in the firm (Frémeaux & Taskin, 2018). Within the scientific literature on SLFs, few scholars suggest that the dialogue might have "dark sides" such as an instrumentality or an injunction to the dialogue (Frémeaux & Taskin, 2018). The objective of this research project is to contribute to the Critical Management Studies stream by studying this unspecified aspect of SLFs, the dialogue (Frémeaux & Taskin, 2018; Picard, 2015).

Title of the dissertation: Three essays on internal knowledge and external technology sourcing

Researcher: Christian Gnekpe

Started on: January 2012

Supervisor(s): Régis Coeurderoy

Final defence foreseen for: Sept. 2018

SUMMARY

How can firms maintain their innovation performance in the technology-driven industries? This dissertation proceeds in answering this question along three essays. In the first essay, our review of the literature highlights that firms' internal knowledge base as well as their external technology sourcing are key determinants of innovation performance, but the link between both antecedents remains underexplored. Yet, recognising and exploiting external technology requires valuable internal technology capabilities. The dissertation analyses this link, using the patent portfolio as indicating firms' internal knowledge base and acquisitions as well as strategic alliances as key modes of external technology sourcing. In the second essay, we examine and find that the acquisition is more used than the alliance when focal firms' patent portfolio is highly linked to fundamental science. In contrast, the alliance is more used when competitors perceived this portfolio as of high-quality. Finally, there is no differentiated impact when the portfolio is composed of diversified technology. In the meantime, technology-driven firms increasingly face a global competition. In the third essay, I examine and find that, in the international context, target firms' ability to pre-empt a technology and their international patenting activities signal their technological value to potential acquirers pushing them to purchase a higher level of equity and control the target's technology.

Title of the dissertation: An agile process for managing enterprise software production-lines

Researcher: Hassan Haidar

Started on: November 2014

Supervisor(s): Manuel Kolp

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 modularise 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: Use of humanness in marketing communications

Researcher: Iskra Herak

Supervisor(s): Nicolas Kervyn

Started on: October 2015

Final defence foreseen for: April 2019

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. anthropomorphism), while representing people alongside or as products/brands, leads to the opposite: lack of human attribution to real human beings (i.e. dehumanisation). Our project aims to explore whether these two phenomena can indeed co-occur and what are the consequences for both brands and people engaged in these promotional activities.

Title of the dissertation: Organisational antecedents of voluntary employee green behaviour: An organisational justice perspective

Researcher: Corentin Hericher

Supervisor(s): Ina Aust, Valérie Swaen

Started on: November 2014

Final defence foreseen for: 2020

SUMMARY

This doctoral dissertation highlights the link between perceived natural environment-oriented corporate social responsibility (CSR) and organisational citizenship behaviour toward the environment (OCBE). Natural environment-oriented CSR refers to organisational 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 organisational 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
Supervisor(s): Nadine Meskens

Started on: November 2013
Final defence foreseen for: 2018-2019

SUMMARY

Human blood is a valuable and vital tissue. It is a biological liquid with a complex constitution. It is considered a 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, optimising a supply chain requires the optimisation of its different processes including: collection, blood decomposition, biological qualification, storage and distribution. In the case of the supply chain of blood products, this optimisation 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 optimisation of storage and distribution processes of blood products. This optimisation 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: How do the discourses on digitalisation impact managerial work?

Researcher: Chloé Jacquemin
Supervisor: Laurent Taskin, Florence Stinglhamber

Started on: September 2016
Final defence foreseen for: Sept. 2020

SUMMARY

The interest for the digitalisation context and its impact in organisations is growing. Managerial discourses on digitalisation attribute it a disruptive and necessary nature (Degryse, 2016; Hirsch-Kreinsen, 2016; Mettling, 2015; Moatti, 2016; Valenduc & Vendramin, 2017). The banking sector is particularly affected by this digitalisation (Gall, 2017; Jayawardhena & Foley, 2000), where it is waved as a major justification for business model transformations and staff cutting. Concerning work and employment, digitalisation yields changes in employees' skills and produces at the same time a decline and an emergence of some professions (Degryse, 2016; Flecker, Fibich, & Kraemer, 2017; Joseph & Stone, 2003). To the best of our knowledge, only few studies have focused so far on managers' work in a context of digitalisation. In that context, the present research aims to study how the discourses on digitalisation impact managerial work.

Title of the dissertation: A goal-oriented approach for partial agile methods adoption

Researcher: Soreangsey Kiv
Supervisor: Manuel Kolp

Started on: November 2015
Final defence foreseen for: 2021

SUMMARY

The objective of our research is firstly to evaluate existing goal-oriented frameworks to build a genuine goal-oriented meta-model to facilitate agile methods understanding. Each agile concept will be seen as a goal to achieve, to which dependencies between roles and resources are associated. This meta-model will then be instantiated to various agile methods creating a generic documentation of these methods. Our motivation

contrasts with previous goal-based agile tailoring approaches in the sense that we employ the original goal behind agile methods creation (i.e., the AgileManifesto) rather than the business goal. Next, a complementary objective is to explain how a software team can use our model at the two levels of the adoption process: tactical and operational.

- At the tactical level, the software team has to choose the practices to integrate into its existing development process.
- At the operational level, agile practices will be implemented.

Title of the dissertation: Social capital and community-based entrepreneurship in Africa

Researcher: Laurent Lahaye

Started on: May 2014

Supervisor(s): Frank Janssen

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 entrepreneurs), at the organisational 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: Personalised online customer experience: characteristics, antecedents and consequences

Researcher: Laetitia Lambillotte

Started on: November 2016

Supervisor: Ingrid Poncin

Final defence foreseen for: 2020

SUMMARY

Providing a valuable online customer experience has become a challenge for marketers (Lemon and Verhoef, 2016). Consumers cope with a plethora of information online and can decide to leave a website almost immediately if they cannot find what they seek easily (Srinivasan, Anderson and Ponnayolu, 2002). In this perspective, companies increasingly consider web personalisation to improve their online services. Most web personalisation research focuses on technological developments supporting the automatic adaptation of a website. However, little is known about customer experience on personalised websites.

The present doctoral project aims at understanding personalised online customer experience from the consumer's perspective by examining its characteristics, antecedents and consequences.

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: March 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 randomised policies for memoryless problems.

Title of the dissertation: Auditees matter: A multifactorial analysis of the relationship between internal auditors and auditees in Belgian public organisations

Researcher: Florence Marescaux
Supervisor(s): Gerrit Sarens

Started on: June 2018
Final defence foreseen for: June 2022

SUMMARY

This PhD dissertation aims to investigate the relationship between internal auditors and auditees in Belgian public organisations. At present, research has focused on the relationship between the internal audit function (IAF) and other key functions of governance such as senior management, the audit committee and internal auditors. However, its relationship with auditees is still underdeveloped despite the fact that they are important stakeholders of the IAF. Indeed, auditees are the primary points of contact to gather useful information in order to conduct the audit activity. In addition, they are also those responsible for implementing recommendations indicating corrective actions (Chambers, 1986). As a consequence, a good working relationship between auditees and internal auditors is needed in order for the IAF to be effective (Mihret & Yismaw, 2007).

The objectives of this PhD dissertation are manifold. The first objective is to identify auditees' expectations towards internal audits and to understand how the context influences these expectations. A second objective is to identify how, given these expectations, the IAF can build a high-quality working relationship with auditees. The last objective is to investigate and propose a complete model of factors favouring the meeting of these expectations and thus the auditees' satisfaction. Finally, this research project aims at improving the quality of the internal auditor-auditee relationship and, ultimately, the quality of public organisations governance.

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

Researcher: Paulami Mitra
Supervisor(s): Frank Janssen

Started on: September 2015
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: De l'Europe à l'Amérique du Nord, du projet de carrière à l'émancipation?

Researcher: Kamila Moulaï
Supervisor(s): Laurent Taskin

Started on: September 2016
Final defence foreseen for: TBD

SUMMARY

La compréhension des mouvements de mobilité géographique des expatriés hautement qualifiés auto-initiés (SIEs) est cruciale aux niveaux organisationnel, institutionnel mais aussi individuel. Ces SIEs qui choisissent de s'expatrier de leur propre initiative (Al Ariss, 2010), ont par ailleurs cette particularité d'incarner, notamment, deux transformations récentes du monde du travail : la globalisation et l'individualisation.

A ce jour, cette forme de talents mobiles ne bénéficie pas d'un management spécifique qui permettrait aux entreprises de comprendre leurs attentes et ainsi de retenir ces employés qui pourtant constituent un haut potentiel et dont elles ont plus que besoin dans un contexte caractérisé par une fuite des cerveaux (voir par ex. Cervantes & Guellec (2002) ; Andresen & Licker, 2002). Certes, les SIEs constituent aujourd'hui une population théoriquement disponible, toutefois, et paradoxalement, elle ne bénéficie pas toujours des structures organisationnelles permettant aux entreprises de gérer de la meilleure façon ces talents (Al Ariss et al., 2013; Jokinen et al., 2008).

Alors que certains pôles d'attraction se saisissent de cette main d'œuvre, leur capacité à la retenir demeure quant à elle incertaine. Notre étude plonge ainsi au cœur de l'organisation comme espace habité et quitté par le SIE en vue d'en dévoiler les subtilités qui entravent le talent dans l'expression des contours de sa subjectivité et dans la quête de ses besoins profonds.

Title of the dissertation: PSS, an integrative typology of value propositions and marketing practices to curb obsolescence practices? Understanding consumers' reactions towards potential solutions.

Researcher: Pauline Munten
Supervisor(s): Valérie Swaen, Joëlle Vanhamme

Started on: May 2016
Final defence foreseen for: December 2021

SUMMARY

Who among us has never replaced a printer because it was not repairable, bought a new phone because our current model broke down just after the guarantee expired, or switched to a new coffee machine that offers an exciting, trendy new option? Many durable products are being replaced and discarded more frequently, because of what we refer to as obsolescence. Obsolescence supports economic growth, by increasing sales and eliminating second-hand markets. Yet it also creates societal concerns (e.g., pollution, waste generation, overconsumption of natural resources, purchase on credit and indebtedness among consumers).

The European Economic and Social Committee (EESC 2014/C 67/05; EESC, INT/779) and environmental campaigners (e.g., Terra Nova, 2012; La Fabrique Ecologique, 2016) formulated diverse recommendations to mitigate environmental and social consequences of obsolescence, namely, increasing product intrinsic durability, adopting longer warranties, facilitating repair, increasing product transparency, and shifting from product sales to service offerings. In the marketing literature, we have fragmented research on obsolescence and solutions against obsolescence (Cooper, 2004). Yet, a systematic research on the solutions against obsolescence and consumers' reactions towards these solutions is lacking.

In this PhD, we suggest that product service-system (Tukker and Tischner, 2006), borrowed from business management, engineering and design literature, is a relevant typology to look at obsolescence and to highlight potential solutions. Besides, we conduct research on a specific solution – displaying product reparability information. We aim to answer the following questions: How, why and under what conditions do product reparability information influence consumers' reactions (their attitude and willingness to buy)?

Title of the dissertation: GI-Tropos: Aligning requirements-driven software processes with IT governance

Researcher: Vu Nguyen Huynh Anh
Supervisor(s): Manuel Kolp, Yves Wautelet,
 Jean Vanderdonckt

Started on: November 2014
Final defence foreseen for: 2019

SUMMARY

The purpose of this thesis is to align requirements-driven software processes with IT governance rules and constraints by using strategic modelling organisation specifications. To this end, we propose GI-Tropos, an iterative process framework including a formalisation for a proper governance and management of requirements-driven software processes from strategic to operational levels. In this framework, we use strategic modelling techniques to represent the organisational setting and also governance and management structures. Then we will discuss the use of these models within particular processes in order to align IT governance and management with requirements-driven software life-cycle and disciplines. This framework will consist of:

- A meta-model that governs and manages requirements-driven software processes and the proper formalisation;
- Mapping processes which enable the integration of relevant practices into the framework: IT governance, IT management, software project and program management and software development processes;
- A Computer-Aided Software Engineering (CASE) tool to design and implement all the models defined in this thesis.

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
Supervisor(s): Valérie Swaen, Joëlle Vanhamme

Started on: July 2016
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 grown (Rizkallah, 2012), resulting in whether 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 behaviours. However, because of the fact that not all CSR efforts lead to a positive impact or are of equal importance (Schramm-Klein et al., 2013) and as not all CSI actions lead to similar consumers' reactions (e.g., Grappi et al., 2013), companies need to know what they should do and what 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: Students' mobility and war for talents: three essays on attractiveness of talents for higher education and career

Researcher: Alice Sanna
Supervisor(s): Marcel Gérard, Paul Belleflamme

Started on: May 2015
Final defence foreseen for: 2018

SUMMARY

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 personalised collaborative recommendation in the mass-retailing sector make sense?

Researcher: Virginie Vandenbulcke

Started on: June 2013

Supervisor(s): Caroline Ducarroz, François Fouss

Final defence foreseen for: 2018

SUMMARY

We examine the impact of personalised collaborative recommendations and the accompanying message moto on 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 personalised recommendations based on collaborative filtering techniques are more efficient than non-personalised ones. These recommendations are defined on what other shoppers, who act similarly in terms of shopping basket, bought.

Title of the dissertation: CSR evaluation: Analysis of the process and the challenges to become a certified B Corp company and of the impact on employees.

Researcher: Ann Verbeke

Started on: September 2016

Supervisor(s): Valérie Swaen, Yves De Rongé

Final defence foreseen for: 2022

SUMMARY

In recent years, social and environmental issues have become increasingly prevalent. In 2015, the United Nations (U.N.) General Assembly presented 17 Sustainable Development Goals (SDGs) to be achieved by 2030 for people, planet and prosperity by all countries and stakeholders. Corporate social responsibility (CSR) aims to put into practice the role that companies have towards the SDGs. Many external and internal tools flourished to measure the level of CSR. Through an integrative literature review, we put into perspective the different tools used to evaluate CSR and we identify their strengths and weaknesses. In particular, we focus on the B impact assessment (BIA) tool that appears to be the only one that covers all SDGs. This external CSR evaluation measures social and environmental impact of for-profit companies awarding them B Corp certification when appropriate. The BIA tool evaluate on a positive and holistic way all the practices of the companies: governance, workers, collectivity, environment and customers. It also gives the opportunity to companies to manage, compare and improve their social and environmental impact over time.

In a first step, we will carry out a retrospective analysis of different case studies of several B Corp certified companies to analyse the process set up within the company in order to become a certified B Corp company. What are the different steps, changes they made, and what are the obstacles encountered? What are the companies' motivations? Why did they choose B Corp certification and not another one? What are the expected benefits?

In a second step, we will conduct an employee survey to identify employees' perceptions about the process put into place to become B Corp and their perceptions of the results. Among the stakeholders of the company, employees are one of the most important groups towards whom the company should exercise its social responsibility (Humières & Chauveau, 2001). We will in particular explore the limits of the positive effects of CSR by analysing the gap that could exist between external CSR evaluation (e.g. BIA) and the perceptions that

employees have of CSR. We will explore how and why this gap has an impact on the employees' reactions to CSR through the combination of psychological mechanisms: social identity theory and social exchange theory.

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 industrialised 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: Organisational learning in banking - exploring the role of internal audit in intra-organisational learning

Researcher: Dragan Vucic
Supervisor(s): Gerrit Sarens

Started on: September 2017
Final defence foreseen for: October 2020

SUMMARY

The research covers different aspects and interrelations of the organisational learning process, the creation and transfer of knowledge and the internal auditing in banking within this context; more specifically the focus of the research is the description of the role of the internal audit function in the learning process and knowledge transfer at the organisational unit level in a bank.

Title of the dissertation: Essays on the entrepreneurial narratives and crowdfunding

Researcher: Amélie Wuillaume
Supervisor(s): Amélie Jacquemin, Frank Janssen

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

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 conceptualising how entrepreneurial narratives may influence the ability of the entrepreneur to raise funds from potential funders from the crowd. Then, the second paper takes a deeper interest in the content of the entrepreneurial narratives and looks at how emotions, social dimension and authenticity expressed through narratives influence funders' participation, according to the type of platforms' mechanism. Moreover, in the third paper, an experimentation through internet is conducted to test the relationship identified in paper 2. The final chapter is a paper on sense making in the aftermath of a disaster. More specifically, we look at how funders make sense of the disaster by contributing on crowdfunding platforms.

Title of the dissertation: Corporate Social Responsibility implementation by non-profit sport organisations.

Researcher: Géraldine Zeimers

Started on: October 2014

Supervisor(s): Thierry Zintz

Final defence foreseen for: October 2018

SUMMARY

In recent years, sport organisations have increasingly been embracing corporate social responsibility (CSR) principles and practices. CSR has become an important concern of sport organisations given their strong connection to the community and the importance of the relationships with stakeholders. Moreover, the social nature of sport and the European sport context induce implicitly the need for sport organisations to respond to wider social issues, and therefore demonstrate their responsibility towards social good delivery within and outside the sporting sphere. The scholarly activity within the sport management field has extensively examined the development of CSR practices within the professional sport sector. In parallel, non-profit sport organisations at a local level, sport clubs and community sport organisations implement sport for development programs. However, little research has examined the implementation of CSR practices by these organisations. Yet, non-profit sport organisations undergo profound organisational and strategic changes, among others, CSR practices. This PhD research examines how non-profit sport organisations implement CSR programs. Thus, this study addresses the research question: how does CSR implementation occur in non-profit sport organisations? Building on organisational theories, this research examines CSR implementation from a three-fold perspective: 1) determinants of CSR implementation from a resource-based perspective 2) non-profit collaboration to implement CSR practices from an institutional theory and resource dependence perspective 3) the organisational learning process occurring the implementation process. It does so by building on a mixed-method approach, combining classical qualitative research approaches and innovative qualitative comparative research (namely, qualitative comparative analysis, QCA). Data collection comprised survey, interviews, observations and organisational document analysis.

3. ACTIVITIES



LOURIM RESEARCHERS VISITING ORVAL BREWERY, SEPTEMBER 2017

3.1. ATTENDED CONFERENCES

Conference: Winter Conference of the American Marketing Association, Orlando, Florida (USA)
17-19 February 2017

Authors: S. Du, V. Swaen, C. Janssen

Paper presented: Effectiveness of CSR communication: The roles of ethical labels, priori CSR record, and consumer skepticism.

Conference: REFSQ-2017 Workshops, 22nd International Conference on Requirements Engineering: Foundation for Software Quality, Essen (Germany)
27 February 2017

Authors: Y. Wautelet, S. Heng, M. Kolp

Paper presented: Perspectives on user story based visual transformations.
(In: CEUR Workshop Proceedings, Vol. 1796)

Conference: Journée de Recherche en Marketing du Grand Est, Metz (France)
31 March 2017

Authors: F. Cambier, I. Poncin

Paper presented: Don, contre-don et sanction - Explications des réactions des non-participants envers les marques pratiquant la co-création.

Conference: 70^e Congrès des Relations Industrielles, Québec (Canada)
4-5 May 2017

Authors: K. Beji, G. Bellemare, J. Boivin, R. Laflamme, L. Taskin

Paper presented: La place de la gestion des ressources humaines au sein des relations industrielles.

Conference: 11th International Conference on Research Challenges in Information Science (RCIS'2017), Brighton (UK)
10-12 May 2017

Authors: S. Bouzit, G. Calvary, J. Coutaz, D. Chene, E. Petit, J. Vanderdonckt

Paper presented: Challenges in Information Science. The PDA-LPA design space for user interface adaptation. (In: Proceedings of the 11th International Conference on Research)

Conference: CCSBE/CCPME 2017, Laval, Québec (Canada)
11-13 May 2017

Authors: A. Wuillaume, A. Jacquemin, F. Janssen

Paper presented: L'influence du contenu émotionnel, du sentiment d'appartenance à la communauté et de l'authenticité de la narration entrepreneuriale sur le succès à lever des fonds via le crowdfunding.

Authors: F. Janssen, J. Baronet, E. St-Jean, M. Tremblay, C. Loué, A. Nafa

Paper presented: Gender differences in self-confidence in entrepreneurial skills: A solution through select professional and educational activities?

Conference: BERD - Belgian Entrepreneurship Research Day, Mons (Belgium)
16 May 2017

Authors: A. Wullaume, A. Jacquemin, F. Janssen

Paper presented: The influence of emotions, authenticity and sense of community on entrepreneurs' ability to acquire funds via crowdfunding.

Authors: J. Hermans, D. Ramdani, M. Dejardin, J. Vanderstraeten, A. van Witteloostuijn

Paper presented: The perceived benefits of the European Union standardisation. An exploration according to firm size and firm capabilities.

Conference: Congrès de l'Association Française de Marketing (AFM 2017), Tours (France)
17-19 May 2017

Authors: V. Vandebulcke, C. Ducarroz, F. Fouss

Paper presented: Recommandations collaboratives personnalisées : quel impact sur le comportement du consommateur en grande distribution ?

Authors: F. Cambier, I. Poncin

Paper presented: Don, contre-don et sanction - Un système triadique expliquant les attentes des non-participants envers les marques pratiquant la co-création.

Authors: S. Djelassi, I. Decoopman, F. Cambier, I. Poncin

Paper presented: La non-participation au crowdsourcing créatif - A la recherche du sens.

Conference: European Marketing Association Conference (EMAC), Groningen (The Netherlands) 23-26 May 2017

Authors: V. Swaen, N. Demoulin, V. Pauwels-Delassus

Paper presented: Being a socially responsible or irresponsible retailer: Does it matter for consumers?

Authors: V. Vandebulcke, C. Ducarroz, F. Fouss

Paper presented: Personalised collaborative recommendations in the mass-retailing sector: The impact of the recommended products and the accompanying message on consumer behaviour.

Authors: F. Cambier, I. Poncin

Paper presented: Fostering the observing brand audience's willingness-to-engage through the communication of co-creational efforts.

Conference: North American Society of Sport Management (NASSM), Denver (USA)
31 May-4 June 2017

Authors: G. Zeimers, T. Zintz, A. Willem

Paper presented: Teaming-up for Social Responsibility Programs: the case of Belgian nonprofit sport organizations.

Conference: ISPIM Innovation Conference, Vienna (Austria)
18-21 June 2017

Participant: Benoît Gailly

Participation in the Teaching & Coaching Innovation SIG

Conference: EURAM, Glasgow (Scotland)
21-24 June 2017

Author: K. Moulai

Paper presented: Self-initiated expatriation: From the international contextualization of a need for talent to the interest of a European focus regarding flows of mobility.

Conference: EIRASS Conference 2017, Vancouver (Canada)
26-29 June 2017

Authors: F. Cambier, I. Poncin

Paper presented: Advertising co-created innovation: a risky strategy for well-known brands in the service industry?

Conference: 30th International Conference on Industrial Engineering, Other Applications of Applied Intelligent Systems (IEA/AIE 2017), Arras (France)
27-30 June 2017

Authors: F. Braun, O. Caelen, E. N. Smirnov, S. Kelk, B. Lebichot

Paper presented: Improving card fraud detection through Suspicious Pattern Discovery. (In: Advances in Artificial Intelligence: From Theory to Practice, IEA/AIE 2017)

Conference: Society for the Advancement of Socio-Economics Annual Meeting, Lyon (France)
29 June-1 July 2017

Author: Guilhem Bascle

Paper presented: Operating as substitutes: The negative connectivity among institutionalised elements of the Corporate Governance Bundle.

Conference: 10th International Conference of Critical Management Studies, Liverpool (UK)
3-5 July 2017

Authors: H. Picard, L. Taskin

Paper presented: The making of managerial heroes: A long journey with a liberating leader.

Author: K. Moulai

Paper presented: Does the co-existence with technology create a new form of disability?

Author: K. Moulai

Paper presented: Working in close proximity with robots: Towards a new type of human identity?

Conference: 33rd EGOS Colloquium, Copenhagen Business School (Denmark)
6-8 July 2017

Authors: L. Taskin, F. Stinglhamber, M. Parmentier

Paper presented: The dark side of office design: Towards de-humanisation.

Conference: 12th International Conference on Software Technologies, ICSOFT 2017, Madrid (Spain)
24-26 July 2017

Authors: H. Haidar, M. Kolp, Y. Wautelet

Paper presented: Agile Product Line Engineering: The AgiFPL Method.
(In: Proceedings of the 12th International Conference on Software Technologies, ICSOFT 2017)

Authors: V. Nguyen Huynh Anh, M. Kolp, Y. Wautelet, S. Heng

Paper presented: Aligning requirements-driven Software Processes with IT Governance.
(In: Proceedings of the 12th International Conference on Software Technologies, ICSOFT 2017)

Authors: S. Kiv, S. Heng, M. Kolp, Y. Wautelet

Paper presented: An intentional perspective on Partial Agile Adoption.
(In: Proceedings of the 12th International Conference on Software Technologies, ICSOFT 2017)

Conference: Annual Conference of the Society of Business Ethics, Atlanta (USA)
4-6 August 2017

Authors: F. Maon, V. Swaen, K. De Roeck

Paper presented: Making sense of Corporate Social Responsibility: Toward a multipartite interactional conceptualisation.

Conference: IEEE/WIC/ACM International Conference on Web Intelligence, Leipzig (Germany)
23-26 August 2017

Authors: F. Sommer, F. Lecron, F. Fouss

Paper presented: Recommender Systems: The case of repeated interaction in Matrix Factorisation.
(In: WI'17 Proceedings of the International Conference on Web Intelligence)

Conference: European Association of Sport Management (EASM), Bern (Switzerland)
6-9 September 2017

Authors: G. Zeimers, C. Anagnostopoulos, T. Zintz, A. Willem

Paper presented: Organisational learning process by sport organisations for social responsibility.

Conference: 26th International Conference on Artificial Neural Networks (ICANN 2017)
Alghero (Italy)
11-14 September 2017

Authors: F. Sommer, F. Fouss, M. Saerens

Paper presented: Modularity-driven kernel k-means for community detection.
(In: Lecture Notes in Computer Science, Vol. 10614)

Conference: 28^e Congrès de l'AGRH, Université d'Aix-Marseille (France)
11-13 October 2017

Authors: O. Jégou, L. Taskin

Paper presented: Faire sens de l'entreprise libérée : nouvelle alternative ou réhabilitation de la figure des patrons sociaux ?

Conference: RIODD, Université Paris-Dauphine, Paris (France)
19-20 October 2017

Authors: C. Janssen, J. Vanhamme, V. Swaen

Paper presented: Les perceptions des consommateurs sur les crises d'entreprise : Etude des liens avec l'irresponsabilité sociale perçue de l'entreprise.

Authors: N. Poussing, A. Thomas, V. Swaen

Paper presented: Does Corporate Social Responsibility strengthen social dialogue?

Conference: Association of Consumer Research Conference 2017, San Diego, (USA)
26-29 October 2017

Authors: F. Cambier, I. Poncin

Paper presented: Non-participants and brands' communication of co-creational efforts: a matter of trust.

Conference: 14th Annual Social Entrepreneurship Conference, Boston (USA)
2-3 November 2017

Authors: J. Hermans, V. Angel, M. Nyssens

Paper presented: Between ideals and responsibilities: A self-regulatory approach of multiple-goal pursuit in social enterprises.

Conference: RENT XXXI – Research in Entrepreneurship and Small Business, Lund (Sweden)
15-17 November 2017

Authors: X. Lesage, N. Akhter, A. Jacquemin

Paper presented: Dialectic of emancipation and control: Towards a critical approach to coaching practices in business incubators.

(In: Proceedings of the XXXI Research in Entrepreneurship and Small Business Conference)

Authors: A. Wullaume, A. Jacquemin, F. Janssen

Paper presented: Dear Crowd, let me tell you a story... The influence of emotions, authenticity and sense of community on entrepreneur's ability to acquire funds via crowdfunding?

(In: Proceedings of the XXXI Research in Entrepreneurship and Small Business Conference)

Authors: P. Mitra, J. Byrne, F. Janssen

Paper presented: Family, gender and social entrepreneurship: three exploratory cases from India.

(In: Proceedings of the XXXI Research in Entrepreneurship and Small Business Conference)

Conference: Research and Business in Sport: Qu'est-ce que la recherche peut apporter au monde du sport?
Audencia Business School, Paris (France)
24 Novembre 2017

Authors: G. Zeimers, T. Zintz, A. Willem

Paper presented: Réflexions sur le positionnement épistémologique d'un chercheur embarqué sur un terrain dans le management du sport.

Authors: A. Lefebvre, T. Zintz

Paper presented: Recherche-action entre université et fédération sportive pour l'élaboration d'un label : retour sur l'expérience d'étudiants.

3.2. ORGANISED SEMINARS AND CONFERENCES

DOCTORAL COLLOQUIUM OF THE MARKETING RESEARCH TEAM

Under the direction of Valérie Swaen, the inter-university “Centre of Excellence on Consumers and Marketing Strategy” (CCMS) (UNamur and UCL) organised a colloquium for students in the area of consumer behaviour and marketing strategy on 24 February in Louvain-la-Neuve.

RESEARCH SEMINAR BY PROF. SIGMUND LOLAND, NORWEGIAN SCHOOL OF SPORT SCIENCES (NORWAY)

Thierry Zintz organised a Research Seminar entitled “Technology in sport: ethical issues?” on 3 March in Louvain-la-Neuve.

RESEARCH SEMINAR BY PROF. PHILIPPE DEBROUX, SOKA UNIVERSITY (JAPAN)

A Research Seminar entitled “Management of older workers and evolution of the psychological contract in Japan” was held on 22 March in Louvain-la-Neuve.

CONFERENCE BY PROF. YVES PIGNEUR, UNIVERSITÉ DE LAUSANNE (SWITZERLAND)

An interactive talk on “How to design and test Business Models and value propositions” was given by Prof. Yves Pigneur on 8 May in Louvain-la-Neuve.

8TH BELGIAN ENTREPRENEURSHIP RESEARCH DAY (BERD)

Amélie Jacquemin and Julie Hermans organised a Research Day entitled “Creative Industries and Entrepreneurship” on 16 May in Mons. The keynote speech was given by Prof. Arjen van Witteloostuijn, Tilburg University (Netherlands) and University of Antwerp (Belgium).

BUSINESS AND SOCIETY RESEARCH SEMINAR 2017

In collaboration with IÉSEG School of Management (France), Valérie Swaen organised a Research Seminar entitled “Corporate Social Responsibility in uncertain times” on 8-9 June in Lille. Keynote speaker was Prof. Jeremy Moon, Copenhagen Business School (Denmark).

RESEARCH SEMINAR BY DR. MICKAEL D. EKSTRAND, BOISE STATE UNIVERSITY (USA)

A Research Seminar entitled “Recommending for People” was held on 19 June in Mons.

RESEARCH SEMINAR BY PROF. CHRISTOPH FUCHS, ROTTERDAM SCHOOL OF MANAGEMENT (THE NETHERLANDS)

Prof. Fuchs gave a talk on “Cross-cultural evidence on its appeal to donors across twenty five countries” at the Research Seminar held on 26 September in Louvain-la-Neuve.

RESEARCH SEMINAR BY PROF. OLIVIER GERMAIN, UNIVERSITÉ DU QUÉBEC À MONTRÉAL (CANADA)

A Research Seminar entitled “La fiction comme dépassement du réel pour les chercheurs en études organisationnelles” was held on 11 October in Louvain-la-Neuve.

WORKSHOP ON FLEXIBLE EMPLOYMENT REGIMES AND SOCIAL INEQUALITIES

A workshop on employment regimes and social inequalities was co-organised by Laurent Taskin, as part of the International Franqui Chair 2017-2018, on 19 October in Louvain-la-Neuve.

RESEARCH SEMINAR BY PROF. TAEMIN KIM, FAYETTEVILLE STATE UNIVERSITY, NORTH CAROLINA (USA)

Nicolas Kervyn organised a Research Seminar entitled “Potential negative effects of warmth appeals in advertising: focus on compensation effects between warmth and competence” on 21 November in Louvain-la-Neuve.

13TH LSM HR DAY

On 23 November 2017, Laurent Taskin organised the 13th LSM HR Day in Louvain-la-Neuve. Among the invited speakers were Isaac GETZ (ESCP Paris), Jean-Paul Philippot (RTBF) and Christine Thiran (RTBF).

RESEARCH SEMINAR BY PROF. GERHARD SCHNYDER, LOUGHBOROUGH UNIVERSITY (UK)

The CRECIS research group organised a Research Seminar entitled “Decoupling of Legal Minority Shareholder Protection Mechanisms by European Firms” on 21 November in Louvain-la-Neuve.

3.3. VISITORS

FEBRUARY 2017

- **Dr. Thomas De Praetere**, Dokeos (France)
- **Prof. Sigmund Loland**, Norwegian School of Sport Sciences (Norway)
- **Prof. Christophe Schmitt**, Université de Lorraine (France)

MARCH 2017

- **Prof. Flore Bridoux**, University of Amsterdam (The Netherlands)
- **Prof. Ahmed Seffah**, Lappeenranta University of Technology (Finland)
- **Prof. Oscar Pastor Lopez**, Polytechnic University of Valencia (Spain)
- **Mr. Philippe Guillaume**, IBM (Belgium)
- **Prof. Nir Khestri**, University of North Carolina at Greensboro (USA)
- **Prof. Philippe Debroux**, Sōka University (Japon)

APRIL 2017

- **Mr. Thomas Castro**, Slide'n'joy (Belgium)

MAY 2017

- **Prof. Yves Pigneur**, Université de Lausanne (Switzerland)
- **Dr. Rudi Labarbe**, IBA (Belgium)

JUNE 2017

- **Prof. Radu Daniel Vatavu** and **Mr. Bogdan Gheran**, University of Suceava (Romania)
- **Prof. Frank Boons**, University of Manchester (UK)
- **Dr. Mickael D. Ekstrand**, Boise State University (USA)
- **Mr. Raphaël de Robiano**, Ergonline (Belgium)
- **Prof. Bruno Dumas**, University of Namur (Belgium)

AUGUST 2017

- **Prof. Emilio Insfran** and **Prof. Silvia Abrahao**, Polytechnic University of Valencia (Spain)

SEPTEMBER 2017

- **Prof. Christoph Fuchs**, TUM School of Management, München (Germany)

OCTOBER 2017

- **Prof. Hubert Gatignon**, INSEAD (France)
- **Prof. Olivier Germain**, Université du Québec (Canada)
- **Prof. Eddy Balemba**, Université Catholique de Bukavu (Congo)
- **Prof. Steven Vallas**, Northeastern University

NOVEMBER 2017

- **Prof. Taemin Kim**, Fayetteville State University, North Carolina (USA)
- **Prof. Gerhard Schnyder**, Loughborough University (UK)
- **Prof. Isaac Getz**, ESCP Europe Business School, Paris (France)

DECEMBER 2017

- **Prof. Nathalie Demoulin**, IESEG School of Management, Paris (France)

3.4. INVITED SPEECHES

Guilhem Bascle

- 3rd edition of the SnO Research Day, HEC Paris, Society & Organizations (SnO) Center, Jouy-en-Josas (France), 30-31 May 2017, *Dynamic Effects of a Strategic Response to Wall Street's Earnings Cult.*

Benoît Gailly

- GlaxoSmithKline (Belgium), 7 December 2017, *Innovation Management, a Teaser.*

Julie Hermans

- Invited lectures at the University of Bordeaux (France), Faculty of Psychology, 23-27 April 2017, *Emerging issues at work.*
- ING Semaine des Entrepreneurs, Louvain-la-Neuve (Belgium), 27 April 2017, *Business Models exceptionnels.*

Nicolas Kervyn

- European Marketing Association Conference (EMAC), 23-26 May 2017, Groningen (The Netherlands), *Tasteful Brands: Savouring Morality.*

Valérie Swaen

- essenscia, 12 October 2017, Brussels (Belgium), *Belgians' perceptions on the contribution of the chemicals, plastics and life sciences sector to sustainable development.*

Laurent Taskin

- Research Seminar, Cass Business School (iShare session), City University of London (UK), 8 February 2017, *Considering de-humanisation in the study of office designs' dark sides.*
- ESG UQAM, Montréal (Canada), 10 March 2017, *Management humain, le parcours d'un projet d'enseignement renouvelé de la GRH.*
- Research Seminar, Research Group Collaborative Space, UQAM, Montréal (Canada), 16 March 2017, *Une perspective de recherche critique sur les espaces de travail : de l'invisibilité à la considération de la dé-humanisation au travail.*
- CRIMT Research Seminar, Université de Montréal (Canada), 17 March 2017, *A critical tribute on new ways of working: considering de-humanisation in the study of modern office designs?*
- Séminaire de recherche, Département des Relations Industrielles, Université Laval, Québec (Canada), 8 May 2017, *Le management humain comme approche alternative à la GRH ?*

Jean Vanderdonckt

- ENSMA and University of Poitiers (France), 30 January 2017, *Heuristic Evaluation of User Interfaces.*
- Polytechnic University of Valencia, Valencia (Spain), 21 March 2017, *Model-based and Model-driven engineering of user interfaces: The UsiXML experience.*
- IVAR'2017, Algiers (Algeria), 23-25 April 2017, *Human-Computer Interaction: Adaptation, Distribution, and Evaluation.*
- ITEA, Berlin (Germany), 12-13 September 2017, *GESTUS-Gesture Management.*
- CHI Belgium, KULeuven, 21 September 2017, *Gesture Interaction in Interactive Applications.*
- University of Rostock (Germany), 5 October 2017, *Pen-based gestures and sketching.*

- New trends in User Expertise and Interactive Systems, UEIS'2017, Sorbonne Université, UPMC, Paris (France), 31 October 2017, *Command Selection by Cubic Tangible Interaction*.

Thierry Zintz

- Conferencia Internacional "O Papel dos Pais no Desporto", Conference organized by Panathlon International, Lisbon (Portugal), 7 January 2017, Keynote speaker: *The Role of Parents in Sports*.
- European Sport Forum, Maltese Presidency of the Council of the European Union, Malta, 8-9 March 2017, Panel discussion: *Sport's contribution to growth and jobs in Europe*.
- Colloque du Panathlon Wallonie–Bruxelles et de la Présidence du Sénat de Belgique, Brussels (Belgium), 31 March 2017, Keynote speaker: *Le Sport, l'Esprit de l'Humanité*.
- Colloque de l'Académie Royale de Médecine de Belgique: "Doping in Sport", Brussels (Belgium), 29 April 2017, Keynote speaker: *Doping an Unfair Play*.

4. AWARDS AND HONOURS



Awards and Prizes

11-13 May: Best paper for Amélie Wuillaume, Prof. Amélie Jacquemin and Prof. Frank Janssen at the CCSBE/CCPME (Canadian Council for Small Business and Entrepreneurship) Conference 2017



"L'influence du contenu émotionnel, du sentiment d'appartenance et de l'authenticité sur le crowdfunding" by A. Wuillaume, A. Jacquemin and F. Janssen was selected best paper at the CCSBE/CCPME Conference 2017 organised by the Université Laval, Québec (Canada).

30 May: Amélie Wuillaume, winner of the internal DSM contest "My research in 180 Seconds"

The Doctoral School of Management held its PhD Forum in Mons on 30 May. On this occasion, an internal presentation contest had been organised. The winner was Amélie Wuillaume for her presentation titled: "Crowdfunding, a story of words".



30 May: Prof. Nicolas Kervyn received the LouRIM Research Prize



LouRIM's yearly research prize was awarded to Prof. Nicolas Kervyn for his paper "Savouring morality: moral satisfaction renders food of ethical origin subjectively tastier."

15 June: Thomas Leclercq and Prof. Ingrid Poncin win the "Bob Johnston" Award

On 15 June, Thomas Leclercq, Prof. Ingrid Poncin (UCL) and Wafa Hammedi (UNamur), received the "Bob Johnston" Award for the best research in service management. They investigated the potential negative effects of gamification on the consumer and presented the results, that show that these practices include many risks for the company when they are inappropriately managed, during the international conference "Quis" in Porto.



24-26 July: Best paper at ICSOFT 2017 for Soreangsey Kiv



"An Intentional Perspective on Partial Agile Adoption" by Soreangsey Kiv, Samedi Heng, Manuel Kolp (LouRIM) and Yves Wautelet (KULeuven) was selected as best paper at ICSOFT 2017, the 12th International Conference on Software Technologies held in July in Madrid, to be included in the series "Communications in Computer and Information Science" (CCIS) published by Springer. Based on Soreangsey's ongoing PhD thesis, the research work proposes a model for agile methods adoption based on goal perspectives.

8 November: Prof. Jean Vanderdonckt, ACM Distinguished Scientist

Prof. Jean Vanderdonckt, former president of our institute, was named "Distinguished Scientist" by ACM for outstanding scientific contributions to the field of man-machine interaction. ACM is the world's largest educational and scientific computing society. They deliver resources that advance computing as a science and a profession. They also provide the computing field's premier Digital Library and serve their members and the computing profession with leading edge publications, conferences, and career resources. Prof. Vanderdonckt is the first Belgian scientist to have been granted this honour.



9-10 November: Best paper award for Prof. Ina Aust at Dutch HRM Network Conference



Prof. Ina Aust and her colleagues Marco Guerzi, Adellen Decramer and Thomas Van Waeyenberg, received the best paper award at the 10th International Conference of the Dutch HRM Network, held on 9-10 November 2017, for their paper entitled: "Moving beyond the link between HRM and economic performance - A study on the individual reactions of HR managers and professionals to Sustainable HRM".

Other distinctions

Prof. Frank Janssen elected President of AIREPME for 2016-2020

Prof. Frank Janssen, President of the Louvain Research Institute in Management and Organizations, has been elected President of the International Association for Research in Entrepreneurship and SMEs (AIREPME), which is the largest and oldest French-speaking association in its field. It aims at developing a network of researchers in the field of entrepreneurship and SMEs, valorising research publications, particularly through the “Revue internationale PME”, and promoting meetings allowing synergy between researchers.

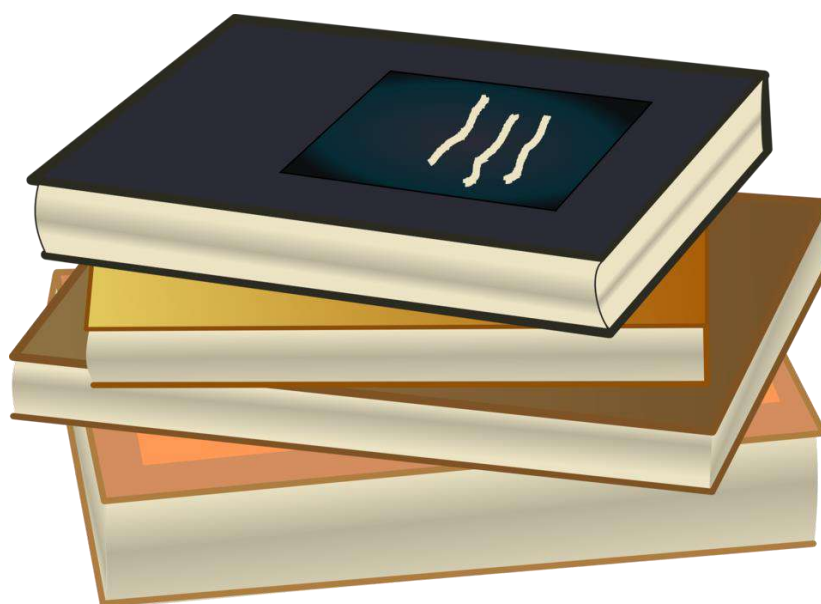


Prof. Laurent Taskin ranked among the top 10% most downloaded authors on the Social Science Research Network (SSRN)



In July, Prof. Laurent Taskin was notified by the Social Science Research Network that he was in the top 10% of authors on SSRN by total new downloads within the last 12 months.

5. LIST OF PUBLICATIONS



List of publications

Journal articles

- Agrell, Per Joakim ; Brea Solis, Humberto. Capturing heterogeneity in electricity distribution operations: a critical review of latent class modelling. In: Energy Policy, Vol. 104, p. 361-372 (2017). doi:10.1016/j.enpol.2017.01.046. <http://hdl.handle.net/2078.1/182490>
- Antoine, Marie ; Donis, Céline ; Rousseau, Anne ; Taskin, Laurent. La libération des entreprises : une approche diagnostique par le design organisationnel. In: Revue internationale de psychosociologie et de gestion des comportements organisationnels, Vol. 23, no.2, p. 163-184 (2017). <http://hdl.handle.net/2078.1/187882>
- Bacq, Sophie ; Janssen, Frank ; Noël, Christine. What Happens Next? A Qualitative Study of Founder Succession in Social Enterprises. In: Journal of Small Business Management, Vol. 55. doi:10.1111/jsbm.12326 (Accepté/Sous presse). <http://hdl.handle.net/2078.1/183535>
- Bouzit, Sara ; Calvary, Gaëlle ; Chêne, Denis ; Vanderdonckt, Jean. Polymodal Menus: A Model-based Approach for Designing Multimodal Adaptive Menus for Small Screens. In: Proceedings of the ACM on Human-Computer Interaction - EICS, Vol. 1, no.1, p. 1-19 (2017). doi:10.1145/3099585. <http://hdl.handle.net/2078.1/186055>
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- Chabaud, Didier ; Corbel, Pascal ; Janssen, Frank ; Sahut, Jean-Michel. 80 ans d'innovation en gestion. In: Gestion 2000, Vol. 34, no.5, p. 51-61 (2017). doi:10.3917/g2000.345.0051. <http://hdl.handle.net/2078.1/200140>
- Christopher, Joe ; Sarens, Gerrit. Diffusion of Corporate Risk-Management Characteristics: Perspectives of Chief Audit Executives through a Survey Approach: Diffusion of Risk-Management Characteristics. In: Australian Journal of Public Administration, (2017). doi:10.1111/1467-8500.12257 (Accepté/Sous presse). <http://hdl.handle.net/2078.1/197310>
- Cnossen, Boukje ; Dekker, Erwin ; Taskin, Laurent. Management and Organization in the work of Michel Houellebecq. In: M@n@gement, Vol. 20, no.3, p. 300-321 (2017). <http://hdl.handle.net/2078.1/187967>
- Derbaix, Christian ; Poncin, Ingrid ; Derbaix, Maud ; Naglieri, Alice ; Derbaix, Arlène. Fusions et acquisitions : Réactions des consommateurs au redéploiement des marques. In: Revue française de gestion, Vol. 7, no.268, p. 97-132 (2017). doi: 10.3166/rfg.2017.00177. <http://hdl.handle.net/2078.1/202562>
- Donis, Céline ; Taskin, Laurent. Résistance par l'espace dans le contexte de mise en oeuvre de bureaux partagés: Une approche par la territorialité. In: RIMHE : Revue Interdisciplinaire Management, Homme et Entreprise, Vol. 26, no.1, p. 73-85 (Printemps). <http://hdl.handle.net/2078.1/187042>
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- Françoisse, Kevin ; Kivimäki, Ilkka ; Mantrach, Amin ; Rossi, Fabrice ; Saerens, Marco. A bag-of-paths framework for network data analysis. In: Neural Networks, Vol. 90, p. 90-111 (2017). doi:10.1016/j.neunet.2017.03.010. <http://hdl.handle.net/2078.1/196186>

- Gérard, Simon ; Legg, David ; Zintz, Thierry. Multi-level analysis of institutional formation and change: The case of the Paralympic movement. In: Sport, Business and Management: An International Journal, Vol. 7, no.5, p. 515-541 (2017). doi:10.1108/sbm-10-2016-0068. <http://hdl.handle.net/2078.1/197879>
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