

ANNUAL REPORT 2019



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THE WORD OF THE PRESIDENT

At the end of 2019, I had been President of the Louvain Research Institute in Management & Organizations (LouRIM) for one and a half year. Halfway through my mandate is the right moment to take stock of the developments in the institute.

This LouRIM Research Report covers the period of January – December 2019 and presents our members' research projects, publications and seminar activities. For those who consult it from outside, this report is the opportunity to discover the richness and quality of the work carried out by our members. For our members and myself, this report is an opportunity to take the time to step back and examine the activities developed during the past year, to identify the main lines that emerge and assess their relevance with regard to the development project desired by the institute, but also to celebrate accomplishments!



In 2019, we also had the pleasure to welcome Pr. Dr. Simon Hazée in the marketing team on the Mons campus. His research lies at the intersection of the fields of digital marketing and service management, and mainly focuses on sharing economy, customer experience management, and service recovery. We wish him to find in our institute a stimulating environment for the realization of his research projects.

Through this year, we have enjoyed the collaboration of many new young scientific members, some others defended their PhD thesis (congratulations to them!), and more senior ones were promoted to permanent - including academic - positions. I want to thank them all for their dynamism and for their positive contributions to our institute reputation.

The year 2019 was also marked with changes in the management team of our Institute. Laetitia Lambillotte and Michel Ajzen joined the LouRIM board to represent the voices of scientific members in the LouRIM decisions. They took up this challenge with a lot of dynamism and I take advantage of this report to thank them warmly for their contributions to the day-to-day management of our institute.

We also had the pleasure to extend our administrative supporting team, by the recruitment of Sabine Perlot and Jacques Charles, our dream team of accountants, and Maud Lebrun, our event and communication manager.

The LouRIM is devoted to theoretical and applied, empirical and experimental studies of management of private and public organizations. Our members engage in conceptual and empirical research that advances our understanding about the role, dynamics and impact of private and public companies and organizations in the creation of sustainable social, environmental and economic value. Our Institute mobilizes around 31 faculty members and 57 researchers from the fields of accounting, audit and control, marketing, corporate social responsibility, strategy, entrepreneurship, innovation, human resources management, organizational behaviour, information systems, critical management studies or change management, to address management questions of societal and economic relevance.

The common denominators between LouRIM members are their openness to other disciplines and their high concern for the societal impact of their research. To stimulate this concern for societal impact, the LouRIM facilitates members' interactions across research fields (inside and outside the institute), as well as with managers of private and public companies and organizations to extend our research relevance and explore jointly effective research approach. In particular, the LouRIM organizes debates, seminars, and conferences, such as the Belgian Entrepreneurship Research Day, the International Conference on Research Challenges in Information Science (RCIS), and the annual Business and Society Seminar, among others. In order to build partnerships, networks and communities of committed people, the LouRIM also hosts more and more foreign scholars coming from prestigious universities.

In particular, I highlight the honorary doctorate ceremony that we organized in collaboration with the Louvain School of Management (LSM) and the Louvain Institute of Data Analysis and Modelling in economics and statistics (LIDAM). This ceremony was organized under the common theme of putting human values at the centre of the enterprise and awarded three outstanding and influential personalities in their respective domains, namely Rodolphe Durand on strategy and Corporate Social Responsibility for LouRIM, Edeltraud Hanappi on diversity and gender issues for LSM, and Raghuram Rajan in the field of finance and related ethical questions for LIDAM.

Based on the efforts of all our members, we are happy to observe a significant increase of publications from 2018 to 2019 (both in terms of academic papers, book chapters and books), and of research projects submitted for funding. These indicators are encouraging for the future... This excellence in publications leads each year to the LouRIM Research Award ceremony that celebrates the best paper published during the previous year. In 2019, Régis Coeurderoy was awarded for his paper Heterogeneous social motives and interactions: The three predictable paths of capability development. Congratulations to him! In 2020, the LouRIM Research Award will evolve to recompense not only research excellence, but also to highlight three other essential pillars in research: innovation, multidisciplinary and outreach.

The visibility of our research inside and outside UCLouvain is also increasing due to the tremendous work of our administrative team (Heike Ramer, Sylvie Baudine, Jasmine De Wulf, Barbara Dupont and Maud Lebrun), who patiently collected all the information and disseminated it through our different communication channels! My warmest thanks to them!

The development and promotion of our research inside and outside UCLouvain should stay in the top of our priorities for the coming years. While publishing in international academic outputs generates legitimacy for researchers by the recognition of their peers, transferring research results to the society contributes to the impact of the research in management, by informing citizens, consumers, employees and managers' decisions both in public and private organizations. It is therefore important to explain better what we are doing, to show how they fit fully into the current issues of our societies and what concrete solutions they can bring.

Enjoy your reading!

Valérie Swaen
LouRIM President



PRESENTATION OF THE INSTITUTE

Auditoires Doyens

Place des Docteurs 1

PRESENTATION OF THE INSTITUTE

1. THE INSTITUTE

LouRIM promotes fundamental and applied research in management and organizational processes by providing a dynamic environment for the production and sharing of scientific knowledge by its researchers at international level.

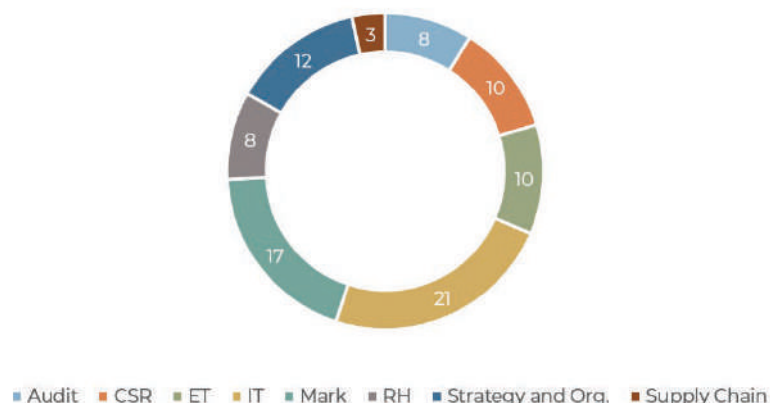
Brief presentation

Name	Louvain Research Institute in Management and Organizations (LouRIM)
President	Valérie Swaen
CAI/GdR	Sylvie Baudine
President of the Council	Yves De Rongé
Board members	Michel Ajzen, Guilhem Bascle, Sylvie Baudine, Karine Charry, Jasmine De Wulf, Julie Hermans, Manuel Kolp, Laetitia Lambillotte
Address	Place des Doyens, 1 bte L2.01.02 1348 Louvain-la-Neuve
Website	https://uclouvain.be/en/research-institutes/lourim
Size¹	31 professors 32 teaching assistants 11 researchers on projects 1 permanent scientific staff member 9 self-funded PhD students 8 administrative staff members 5 scientific co-operators

¹ Figures as of December 31, 2019

Research activities are distributed along the various research axes in management sciences: audit and accounting, corporate social responsibility, entrepreneurship, information technologies, human resources, marketing, strategy and innovation, supply chain.

Distribution per research axis



2. ADMINISTRATIVE SUPPORT STAFF

Sylvie Baudine

Administrative Coordinator

- Supervision and coordination of the administrative procedures of the Institute
- Research project management support
- National and international exchange of scientific collaborators
- Recruitment procedures and follow-up of contracts
- Website management
- Supervision and coordination of the administrative team



Heike Rämer

Secretary

- Assisting new scientific staff and visitors
- Encoding of publications (DIAL)
- Logistical support to events
- Travel bookings
- Room reservations
- Intranet



Jasmine De Wulf

Doctoral School Activities Coordinator

- Coordination of doctoral activities
- Communication officer (websites, social networks)
- Doctoral school administrative support



Maud Lebrun

Communication and Events Manager

- Communication strategy
- Event planning and organization
- Management of social networks
- Coordination of the research report
- Research popularisation



Jacques Charles

Accountant for external research budgets

- Expense reports
- Supplier orders
- Follow-up of budgets
- Logistical support to events
- Supervision of individual allocations



Sabine Perlot

Accountant for central budgets

- Expense reports
- Supplier orders
- Follow-up of budgets



- Logistical support to events
- Supervision of individual allocations

Barbara Dupont

Administrative Assistant

- CSR MOOC Community Manager
- Louvain CSR Network Manager
- Academic document design and layout
- LouRIM administrative team support





RESEARCH OUTPUT

RESEARCH IN AUDIT AND ACCOUNTING

1.1. PEOPLE | Supervisors

Yves De Rongé

- **Position:** Professor of Audit and Accounting, Management Control, Corporate Social Responsibility and Regenerative Economics at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Applied Economics, UCLouvain; MBA, University of Chicago (USA).
- **Research interests:** his research is in the field of management control with a focus on sustainability and more recently on regenerative economics. In particular, he looked at the management control tools that an organization should put into place to control the implementation of a sustainable business strategy. He started a new field of research looking at the measurement tools and the control tools needed to develop a regenerative economy that is local, collaborative, circular, functional and bio-inspired.



Marcel Gérard

- **Position:** Professor Emeritus in Economics and Taxation at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Economic and Social Sciences, UNamur.
- **Research interests:** Marcel Gerard conducts research on the link between public economics and economic policy on the one hand, and behaviour of companies and individuals on the other hand. Therefore, his interest goes to taxation of multinational companies, tax competition, taxation of savings; financing of higher education, especially of student mobility, link between mobility for studies and for career; fiscal federalism and building of the European Union.



Anne-Catherine Provost

- **Position:** Professor of Accounting and Performance Management at UCLouvain (Mons campus).
- **Education:** PhD in Management Sciences, UCLouvain.
- **Research interests:** her research is in management control, with a focus on how organizations, especially public and nonprofit organizations, manage their performance. She has studied the impact of strategy and environment on management control tools. She applied her research in the hospital sector in France and is comparing the latter with its Belgian counterpart.



Gerrit Sarens

- **Position:** Professor of Financial accounting, Management accounting and Auditing at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Business Administration, Ghent University.
- **Research interests:** his research interests focus on internal auditing and corporate governance.



1.2. PEOPLE | Researchers

Mahmoud Al-Shaibie

- **Position:** Teaching and Research Assistant in Management Control at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master degree in Accounting and Control, Karlstads University (Sweden).
- **Research interests:** his research is in internal audit with a focus on the role played by internal audit (IA) in fraud prevention and detection. In this context, he studies IA role in fraud prevention from three different aspects: internal auditor's competences, internal audit methodology and internal audit reporting.



Nathanaël Betti

- **Position:** Teaching and Research Assistant in Management Control at UCLouvain (Louvain-la-Neuve campus)
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** his research focuses on internal auditing corporate governance and the management of digitalization. Precisely, he concentrates on the evolution of the internal audit function in an increasingly digitalized business environment. He also considers how audit could align its scope role and skills in this context to provide value to organisations. More recently, his work has more precisely dealt with the external auditors' reliance on the internal audit work in a digitalized context.



Géraldine Danaux

- **Position:** Invited lecturer in accounting (LSM) at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Management Sciences, Facultés Catholiques Universitaires de Mons (FUCaM).
- **Research interests:** Géraldine's research focuses on company law (bankruptcy, failure process, reorganisation procedure, ...)



Florence Marescaux

- **Position:** Teaching and Research assistant in Audit, Accounting, Management Control and Organisational Behaviour at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Management Sciences, UCLouvain; Master in Public Administration, UCLouvain.
- **Research interests:** her PhD dissertation aims to investigate the relationship between internal auditors and auditees in Belgian federal public services. By using role theory, she will identify auditees' expectations towards internal audit and understand how organisational context, interpersonal factors and individual attributes influence the relationship between both parties.



Alice Sanna

- **Position:** Teaching and Research Assistant in Economics at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Research Master in Economics, UCLouvain.
- **Research interests:** her research is in economics of education, with a specific focus on students' mobility financing systems and related efficiency issues.



Dragan Vucic



- **Position:** PhD researcher in Audit, Accounting, Management Control and Organisational Behaviour at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master of Science in Business Administration and Economics, Stockholm University (Sweden).
- **Research interests:** his research is in organizational learning and internal auditing, with a focus on examination of the role of internal audit in intra-organizational learning practice in banking. His project consists of several parts with exploration of knowledge creation process, corporate culture, strategy and competitiveness of organizations/companies. More specifically his study investigates interrelations among creation and transfer of knowledge in internal audit department, utilization of outcomes of internal audit in intra-organizational learning, performance and added value of internal audit department, organizational behaviour and strategy in banking.

2. ONGOING THESES

PhD Thesis: Can we Understand the Failure of the Judicial Concordat Procedure Thanks to the External Financial Diagnosis?

Researcher: Géraldine Danaux

Supervisor: Anne-Catherine Provost

Funding: UCLouvain

Period: 2011-2020

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 our first study, we try to understand the reason for this lateness phenomenon. The second one intends 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.

PhD Thesis: Students' Mobility and War for Talents: Three Essays on Attractiveness of Talents for Higher Education and Career

Researcher: Alice Sanna

Supervisors: Marcel Gérard, Paul Belleflamme (LIDAM)

Funding: UCLouvain

Period: 2016-2021

SUMMARY: recent literature on students' and graduates' mobility underlines the link between those two forms of human capital mobility, and sets 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.

PhD Thesis: The Alignment between the Internal Audit Activities and Scope and the Organizational Strategy

Researcher: Nathanaël Betti

Supervisor: Gerrit Sarens

Funding: UCLouvain

Period: 2016-2022

SUMMARY: the business environment is increasingly becoming digital. Organizations are embracing digital strategies, digitalized their business processes and integrate new technologies in their working practices. As a consequence, it modifies the risks the organizations have to manage. IT and cyber security risks are becoming increasingly complex and growing in priority for organizations. The internal audit function acts as third line of defense in the governance of risks (IIA, 2013). Its mission is to provide an independent assurance to evaluate risk management processes but also to bring consulting activities to improve them (IIA, 2018). The IIA Standards (2016) state that internal audit is required to develop and adjust its planning in function of changes occurring in the business environment and changes in risks. In line with the IIA Standards, researchers argue that the internal audit scope of activity should be broadened to corporate governance, IT and strategic risks. In this way, the internal audit function could go beyond its traditional role of a controller often disconnected of business realities and bring a higher added value to the organization and to the society. In this context of an increasingly digitalized environment and the resulting challenges for in term of risks and organizational changes, it is important to understand how these emerging risks affect the internal audit function (IAF), how its working practices are changing and how the IAF could position itself to continue to provide value to the organization and to the society.

PhD Thesis: Organisational learning in banking – Exploring the Role of Internal Audit in Intra-Organisational Learning

Researcher: Dragan Vucic

Supervisor: Gerrit Sarens

Funding: external

Period: 2017-2020

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.

PhD Thesis: Auditees Matter: A Multifactorial Analysis of the Relationship between Internal Auditors and Auditees in Belgian Public Organisations

Researcher: Florence Marescaux

Supervisor: Gerrit Sarens

Funding: UCLouvain

Period: 2018-2019

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.

PhD Thesis: Role of Internal Auditors in Fraud Prevention and Detection

Researcher: Mahmoud Al-Shaibie

Supervisor: Gerrit Sarens

Funding: UCLouvain

Period: 2019-2023

SUMMARY: an internal audit is a term generally used to refer to the systematic review of the systems and operations of an organization to ensure that its objectives are met. Audits play a specific role in the control of processes and their governance through a thorough evaluation and optimization of risk management (Griffiths, 2016). Fraudulent practices are a key risk that companies are commonly facing. They affect the organization's resources; damage its competitiveness in the industry, and its reputation (Reurink, 2016). A competent internal auditor, therefore, evaluates a firm's risks and their potential occurrence, and develops measures to manage and prevent the risk of fraud (Petraşcu, 2012; Gramling, 2004). Fraud is not the fundamental focus of internal auditing (Bunget & Dumitrescu, 2009). This project discusses how internal audits play a role in fraud prevention. It is the role of management, as well as of company's governance, to establish as well as maintain an effective internal control system designed to prevent, deter and detect fraud (Ibid). An internal audit might detect fraud incidences, and internal auditors play a role in fraud investigations, but management should not rely solely on auditors when it comes to preventing and detecting fraud. Nor should they serve as the primary investigators of fraud incidents, as few auditors possess the necessary qualifications to serve as expert investigators (Giles, 2016). As such, this project will discuss the main aspects of internal audit in a context of fraud prevention. It will be divided into the following parts: internal auditor's competences, internal audit methodology and internal audit reporting.

3. PUBLICATIONS

BOOKS

Berland, N., & De Rongé, Y. (2019). *Contrôle de gestion. Perspectives stratégiques et managériales* (4e ed.). London: Pearson.

Cerrada Cristia, K., De Rongé, Y., & De Wolf, M. (2019). *Comptabilité et analyse des états financiers. Principes, applications et exercices* (3e ed.). Bruxelles: De Boeck.

CONFERENCE PAPER

Luong, N., & Gérard, M. (2019, August 21-23). *New Challenges in the Taxation of a Digital Economy, SA vs FA*. Paper presented at the International Institute of Public Finance Annual Congress, Glasgow.

WORKING PAPER

Betti, N., & Sarens, G. (2019). Digitalization and the internal audit function. *Louvain Research Institute in Management and Organizations Working Paper Series*, 2019(17), 1-29.

RESEARCH IN CORPORATE SOCIAL RESPONSIBILITY

1.1. PEOPLE | Supervisors

Ina Aust-Gronarz

- **Position:** Professor of Human Resource Management with a specialisation in CSR/Sustainability at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD (Dr. rer. pol.) in Business & Management, University of Bremen (Germany).
- **Research interests:** Ina's research interests are in Human Resource Management, with a particular focus on sustainability/corporate social responsibility, paradoxes and tensions created in the process of designing and implementing Sustainable HRM and international HRM and (global) leadership issues for sustainable development. More recently, her work has focused on the design of Sustainable HRM as a contribution to global Sustainable Development Goals (SDGs) and on exploring the effects of HRM on income (in)equality.



Valérie Swaen

- **Position:** Professor of Change Management, Consumer Behaviour, Corporate Social Responsibility and Marketing at UCLouvain (Louvain-la-Neuve campus); Full Professor at IESEG School of Management (France).
- **Education:** PhD in Management Science, UCLouvain.
- **Research interests:** she studies corporate social responsibility from different fields of management, even if her main research interest concerns stakeholders' reactions to CSR communication. She is leading the Louvain CSR Network that gathers and supports researchers and practitioners who seek to put responsible leadership and sustainable production and consumption at the heart of their research and strategy.



Thierry Zintz

- **Position:** Professor of Change Management, Corporate Social Responsibility and Innovation Management, specialised in Governance in sport organizations at UCLouvain (Louvain-la-Neuve campus); Academic Chairholder of the Olympic Chair Henri de Baillet Latour – Jacques Rogge in Management of Sport Organizations at UCLouvain; Member of the Education Commission of the International Olympic Committee and its Research Program Board; Member of the Education Commission of the World Antidoping Agency and its Research Program Board.
- **Education:** PhD in Change Management, UCLouvain.
- **Research interests:** change management, corporate social responsibility, innovation management and governance in sport organizations, at national and international level drive his research projects and articles.



1.2. PEOPLE | Researchers

Sabrina Courtois

- **Position:** Teaching and Research Assistant in Corporate Social Responsibility and Sustainable Development at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** her research interests focus on education for sustainable development, its applications in the frame of organizational learning and the integration of SDGs in public and private institutions including universities.



Pauline de Montpellier d'Annevoie

- **Position:** PhD researcher in Corporate Social Responsibility at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Management Science, UCLouvain.
- **Research interests:** her research interests concern Corporate Social Responsibility at individual level (i.e., micro-CSR), and more specifically the development of knowledge about CSR by individuals, in the broader context of education to sustainable development.



Louise Dumont

- **Position:** Teaching and Research Assistant in Marketing at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** Louise is mainly interested in understanding consumer's behaviours. She has decided to focus on food waste, a huge issue with many social, environmental and economic consequences.



Corentin Hericher

- **Position:** Teaching and Research Assistant in Corporate Social Responsibility and Organizational Behaviour at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Management Science, UCLouvain; Master in Labour Studies, UCLouvain; University Certificate in Business Ethics and Compliance Management, UCLouvain.
- **Research interests:** his research has a focus on employee's reactions to corporate social responsibility (CSR). More especially, it concentrates on how employee's CSR perceptions and CSR-induced causal attributions will translate into citizenship behaviours for the environment, through emotions such as pride, shame, and guilt.



Arthur Lefebvre

- **Position:** PhD researcher in Sport Management at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Physical Education, UCLouvain.
- **Research interests:** his research is in sport management, with a focus on inter-organizational relationships among non-profit sport organisations. In that vein, he has investigated the interconnections between organisational resources associated with collaboration among non-profit sport clubs. More recently, his work has focused on examining the interplay between preconditions, process and outcomes of collaboration among non-profit sport organisations. In particular, he studies the mediator effect of the process of collaboration on the relationship between the preconditions and the perceived



effectiveness of collaboration among non-profit sport clubs.

Anne-Thérèse Meno Tamno

- **Position:** PhD researcher in Corporate Social Responsibility at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Research Master in Management Sciences, UCLouvain; Research Master in Management Sciences, University of Douala (Cameroon); Professional Master in Entrepreneurship Management, University of Douala (Cameroon).
- **Research interests:** her research interest focuses on small business adaptation to different societal and environmental frameworks (guidelines), and different societal and environmental changes and pressures. More specifically, she is interested in the implementation (integration) process of voluntary international guidelines (frameworks) such as the Sustainable Development Goals (SDGs) by Small and Medium Enterprises (SMEs).



Ann Verbeke

- **Position:** Teaching and Research Assistant in Corporate Social Responsibility at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** her research is in sustainability, with a focus on the emergent B Corp certification by analyzing its implementation process to achieve the Sustainable Development Goals (SDGs), its learning impact and its impact on stakeholders' perceptions. The main research question of her PhD is: What is the process & the impact of the B Corp certification as an implementation tool to achieve the SDGs? First, she studies the process through which the B Corp certification is implemented in a company. What are the different organizational stages and the different actors involved in this process and their roles? Second, she will analyze the role of B Corp in terms of organizational learning. What does B Corp bring to organizational learning? What is the role of B Corp certification as an organizational learning agent for companies that decide to implement this certification? Third, she will study how does B Corp certification impact stakeholders' perceptions on the implementation process.



Géraldine Zeimers

- **Position:** Post-Doctoral researcher in Business Strategy, Corporate Social Responsibility and Sport Management at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Management Science, UCLouvain.
- **Research interests:** her research is in sport management and governance, with a focus on how non-profit sport organizations such as sport federations are managed and governed. She focuses on the application of the concept of Corporate Social Responsibility within the sport management field. Her dissertation examines the strategic and cognitive development and integration of CSR programs within this specific organizational setting. This research specifically investigated CSR implementation from a collaborative and organizational learning perspective. Her current postdoctoral research (based at Deakin University) focuses on organizational changes in non-profit sport organizations and sport governance.



SCIENTIFIC CO-OPERATORS

Mathieu Jahnich, Université Saint-Quentin-en-Yvelines (France)

2. ONGOING CHAIRS, THESES AND PROJECTS

Research Chair: Olympic Chair Henri de Baillet Latour and Jacques Rogge in Management of Sports Organisations

Supervisor: Thierry Zintz

Researcher: Arthur Lefebvre

Funding: Fonds Henri de Baillet Latour

Period: 2008-2020

SUMMARY: the “Olympic Chair Henri de Baillet Latour and Jacques Rogge in Management of Sports Organisations” (CMOS - UCLouvain) was created on 1 September 2008 by the Fund Baillet Latour, in close cooperation between the UCLouvain and the Ghent University, as a part of the Faculté des Sciences de la Motricité and LouRIM (UCLouvain). 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.

Research Chair: essenscia Partnership

Supervisor: Valérie Swaen

Period: 2017-2020

SUMMARY: 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 UCLouvain. 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).

PhD Thesis: Employee emotions and reactions to corporate social responsibility

Researcher: Corentin Hericher

Supervisors: Ina Aust-Gronarz, Valérie Swaen

Funding: UCLouvain

Period: 2014-2020

SUMMARY: employee reactions to corporate social responsibility (CSR) has gained interest amongst management scholars. This body of research, labelled micro-CSR research, has

mainly focused on employee attitudes and behaviors, overlooking the role of employee emotions in the process. Yet, emotions that CSR elicits are crucial antecedents of organizational citizenship behaviors (OCB), including those contributing to the company's CSR, namely OCB toward CSR. This 3-essay doctoral dissertation addresses this research gap using quantitative methodologies to study how CSR translates into other-oriented and self-oriented emotions, and how these emotions can translate into OCB toward CSR. The first essay provides evidence that employees' perceptions of CSR translate into anticipated guilt amongst employees for not engaging themselves into behaviors supporting CSR efforts, and foster OCB toward CSR. The second essay highlights that employees' perceptions of CSR trigger moral elevation - an other-praising moral emotion - and OCB toward CSR; CSR thus spurs a virtuous cycle by encouraging employees to contribute to it. The third essay offers causal evidence that employees experience higher levels of organizational pride when they attribute genuine motives to their company's CSR compared to when they attribute self-serving motives. Overall, this dissertation contributes to micro-CSR research by stressing the key role of employee emotions in explaining employees' reactions to perceptions of CSR. It offers empirical evidence that employees judge CSR in terms of morality by experiencing moral elevation. It also gives empirical insights that CSR-induced moral judgements not only elicit emotions targeted at the company, but also emotions targeted at oneself, such as pride. These findings highlight that CSR fulfils employee's needs for morality and for belonging.

PhD Thesis: Inaction in corporate greening – the role of individual and organizational barriers to voluntary employee green behavior

Researcher: Anja Shadabi

Supervisors: Ina Aust, Frank Janssen

Funding: External PhD Student

Period: 2014-Ongoing

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. She relies 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.

PhD Thesis: Antecedents, Management and Evaluation of Collaborations between Nonprofit Sport Organizations

Researcher: Arthur Lefebvre

Supervisor: Thierry Zintz

Funding: Olympic Chair Henri de Baillet Latour and Jacques Rogge in Management of Sports Organizations

Period: 2017-2021

SUMMARY: in recent years, interorganizational collaborations have gained increasing attention of practitioners and researchers within the sport system. This PhD research examines the antecedents, the management process and the evaluation of collaboration between non-profit sport organizations. Thus, this study addresses the following research questions: "What are the antecedents of collaboration between non-profit sport organizations?" "How non-profit sport organizations can manage their collaborations to make them effective?".

PhD Thesis: Analysis of the B Corp Certification: A Way for Companies to implement SDGs?

Researcher: Ann Verbeke

Supervisors: Valérie Swaen, Yves De Rongé

Funding: UCLouvain

Period: 2018-2022

SUMMARY: In 2015, the United Nations presented 17 Sustainable Development Goals to be achieved in 2030 for people, planet and prosperity by all countries and stakeholders. Companies have a role to play. In this context, they are turning to impact measurement systems and certifications to signal their commitment to society and environment. Over the last decades, international accountability standards (IAS) have emerged to measure, evaluate and communicate the sustainable performance of companies. Created in 2006, the B Corp certification evaluates a new type of business that seeks profit but also integrates social and environmental goals through the B Impact Assessment (BIA). The BIA measures the social and environmental impacts of companies by covering four domains: community, environment, governance and workers. The main objective of our PhD project is (1) to analyze the specificities of the B Corp certification (e.g. what is the scope of this certification – meaning is it a project-based, a product-based or a company-based certification? What type of social and environmental SDGs issues it covers? How does it differ from other social and environmental certifications? What types of company it involves?), (2) to analyze the process through which this certification is implemented in a company and to highlight the associated challenges, and (3) to study the impacts of this certification on stakeholders' perceptions.

PhD Thesis: How do individuals develop knowledge about Corporate Social Responsibility? Role of conceptual change and socio-cognitive conflicts in the learning process of a contested concept

Researcher: Pauline de Montpellier d'Annevoie

Supervisor: Valérie Swaen

Funding: Fédération Wallonie-Bruxelles

Period: 2019-2023

SUMMARY: Corporate Social Responsibility (CSR) has been defined as the contribution of companies to sustainable development. As CSR is an essentially contested concept, individuals (i.e., consumers, employees, or leaders) may have a different understanding of its meaning and its applications by companies. This further influences their reactions to corporate actions. In this context, the goals of the project are: first, to identify the different perceptions individuals have about CSR, and analyse how the framing of perceptions vary with their individual and cultural profile; second, to analyse the evolution of individuals' CSR perceptions while interacting with sustainable development experts and other individuals; and third, to investigate pedagogical mechanisms that foster constructive debate about CSR and allow conceptual learning of the concept by individuals. For this purpose, we focus on micro-CSR literature to analyse the processes by which individuals interpret and evaluate CSR. We put into perspective the development of individuals' knowledge about CSR by two conceptual learning theories from educational science research - i.e., conceptual change and socio-cognitive conflict theories. To answer our research questions, we analyse the CSR perceptions and learning process of more than 23,000 registered participants (up to now) in a MOOC on CSR through a mixed-method approach. The expected contributions concern first, the development of micro-CSR research with respect to the framing of individuals' CSR perceptions and conceptual learning of the concept, and second, the potential change of consumers, employees and leaders' mentalities necessary to trigger the most beneficial actions and decisions for the transition to a more sustainable society.

PhD Thesis: Tackling food waste: analysis of the impact of the purchase of suboptimal food on food waste at home

Researcher: Louise Dumont

Supervisors: Karine Charry, Valérie Swaen

Funding: UCLouvain

Period: 2019-2025

SUMMARY: her research aims to study consumers' behaviour in the context of food waste. More specifically, her thesis is on the purchase of suboptimal food, often offered by retailers at reduced focuses price, in an attempt to save it from trash. She focuses in particular on the potential drivers and barriers to consumer purchase of suboptimal food, how this purchase influences households' food waste and how this decision of purchasing suboptimal food as well as the post-purchase behaviours may change according to consumers' characteristics or situational factors.

Funded Project: ESSA - 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.

Funded Project: SDGs4U

Supervisor: Valérie Swaen

Researcher: Sabrina Courtois

Funding source: Erasmus Plus Programme – KA2 Strategic Partnership

SUMMARY: the objective of the project is to strengthen the adaptability of higher institutions by:

- the training of students in new global, societal and economic challenges
- the construction of a European interuniversity dialogue dedicated to innovations on these issues.

To achieve these objectives, we will:

1. Develop the soft, civic and entrepreneurial skills of young people through “SDG summer schools”, to cope with the changes of the professional world and meet their professional aspirations
2. Develop a European network of experimentations (“Labs” or other), open to the world, for the exchange of practices and debates around new issues identified by the Sustainable Development Goals (SDGs). The network will also aim to promote and enhance the international mobility of young people and valorize their experience comparatively to local dynamics using the SDGs approach.

Funded project: ARC MOOCresearch2.0

Supervisors: Mariane Frenay (IPSY), François Lambotte (ILC), Magali Paquot (ILC – spokesperson), Valérie Swaen

Researchers in 2019: Pauline de Montpellier d'Annevoie, Dennis Rivera Villa (IPSY), Jan Zienkowski (ILC)

Funding: Fédération Wallonie-Bruxelles

Period: 2019-2024

SUMMARY: (open) online education poses a variety of challenges for higher education, one of which is how to foster social interactions and induce beneficial socio-cognitive conflicts (i.e. differences in point of view that are socially experienced and cognitively resolved) to promote learning in an environment where interactions are primarily written and asynchronous. To address this challenge, we adopt a multidisciplinary perspective that builds on theories from several disciplines from the humanities and social sciences (linguistics, natural language processing, communication sciences, education, and management studies) to analyse social interactions and investigate the presence and unfolding of socio-cognitive conflicts in massive open online courses (MOOCs). MOOCs are a unique environment where people from all over the world -with different professional experiences, first languages, cultural backgrounds, etc. -are invited to discuss disciplinary concepts and/or society issues that may potentially induce socio-cognitive conflicts. Methodologically, the project involves by building on various disciplinary methodological toolkits (from content analysis to natural language processing, corpus linguistics and social media analytics), in a mixed-method approach.

3. PUBLICATIONS

BOOK CHAPTERS

Keegan, A., Brandl, J., & Aust, I. (2019). Human Resource Management and Paradox Theory. In K. Townsend, K. Cafferkey, A. McDermott, & T. Dundon (Eds.), *Elgar Introduction to Theories of Human Resources and Employment Relations* (pp. 199-215). Cheltenham/Northampton, MA, USA: Edward Elgar Publishing.

Scheerder, J., Helsen, K., Corthouts, J., Zintz, T., & Demeulemeester, C. (2019). Delta Barometer Goed Bestuur en Innovatie in de Sport. Belangrijkste resultaten en samenvatting. In J. Scheerder, E. Thibaut, & J. Corthouts (Eds.), *Beleid & Management in Sport (BMS) Studies* (Vol. 54). Leuven/Louvain-la-Neuve: KU Leuven/Onderzoeksgroep Sport- & Bewegingsbeleid – UCLouvain/Chaire Olympique Henri de Baillet Latour & Jacques Rogge en Management des Organisations Sportives.

Scheerder, J., Helsen, K., Corthouts, J., Zintz, T., & Demeulemeester, C. (2019). Delta Barometer Goed Bestuur en Innovatie in de Sport. Naar een berekening van de Good Governance & Innovation in Sport Index (GGIS). In J. Scheerder, E. Thibaut, & J. Corthouts (Eds.), *Beleid & Management in Sport (BMS) Studies* (Vol. 58). Leuven/Louvain-la-Neuve: KU Leuven/Onderzoeksgroep Sport- & Bewegingsbeleid – UCLouvain/Chaire Olympique Henri de Baillet Latour & Jacques Rogge en Management des Organisations Sportives.

Zintz, T., Demeulemeester, C., Scheerder, J., Helsen, K., & Corthouts, J. (2019). Baromètre Delta de la Bonne Gouvernance et de l'Innovation en Sport. Développement du Good Governance & Innovation in Sport Index (GGIS). In J. Scheerder, E. Thibaut, & J. Corthouts (Eds.), *Études Gestion & Management du Sport (GMS)* (Vol. 59). Leuven/Louvain-la-Neuve: KU Leuven/Onderzoeksgroep Sport- & Bewegingsbeleid – UCLouvain/Chaire Olympique Henri de Baillet Latour & Jacques Rogge en Management des Organisations Sportives.

Zintz, T., Demeulemeester, C., Scheerder, J., Helsen, K., & Corthouts, J. (2019). Baromètre Delta

de la Bonne Gouvernance et de l'Innovation en Sport. Synthèse et résultats principaux. In J. Scheerder, E. Thibaut, & J. Corthouts (Eds.), *Études Gestion & Management du Sport (GMS)* (Vol. 55). Leuven/Louvain-la-Neuve: KU Leuven/Onderzoeksgroep Sport- & Bewegingsbeleid – UCLouvain/Chaire Olympique Henri de Baillet Latour & Jacques Rogge en Management des Organisations Sportives.

Zintz, T., Gérard, S., & Winand, M. (2019). Gouvernance des fédérations sportives: défis actuels dans une perspective internationale. In M. Desbordes, P. Aymar, & C. Hautbois (Eds.), *Management global du sport. Marketing, gouvernance, industrie et distribution* (pp. 367-392). Paris: Amphora.

Zintz, T., Gérard, S., & Winand, M. (2019). The governance of sports federations : current challenges in an international context. In M. Desbordes, P. Aymar, & C. Hautbois (Eds.), *The Global Sport Economy. Contemporary Issues* (pp. 274-294). London: Routledge.

CONFERENCE PAPERS

Hericher, C., Vlachos, P. A., & Swaen, V. (2019, June 19-21). *Understanding how CSR characteristics translate into organizational citizenship behavior for the environment: The mediating role of CSR causal attributions and moral emotions*. Paper presented at the Business & Society Research Seminar 2019, Amsterdam, The Netherlands.

Lefebvre, A., & Zintz, T. (2019, May 28 - June 1). *Organizational resources fostering collaborations among sport clubs: a qualitative comparative analysis*. Paper presented at the 2019 North American Society for Sport Management Conference, New Orleans.

Maon, F., Swaen, V., & De Roeck, K. (2019, September 18-20). *Co-constructing corporate social responsibility: Toward a sensemaking-based dialogical and configurational approach*. Paper presented at the 5th CSR Communication Conference, Stockholm.

Swaen, V., Janssen, C., & Du, S. (2019, September 18-20). *Consumers' evaluations of CSR advertising: the role of three executional elements*. Paper presented at the 5th CSR Communication Conference, Stockholm.

Zeimers, G., Shilbury, D., Willem, A., & Zintz, T. (2019, May 28 - June 1). *Hybridity in Non-profit Sport Organisations: Organisational Challenges*. Paper presented at the 2019 North American Society for Sport Management Conference, New Orleans.

Zeimers, G., Shilbury, D., & Zintz, T. (2019, December 4-6). *The role of passion in governing non-profit sport organisations*. Paper presented at the Sport Management Association Australia – New Zealand 2019 Conference, Christchurch, New Zealand.

Zintz, T. (2019, June 5-7). *Innovation for developing human capital & resources in sport federations, the case of sport in the armies*. Paper presented at the CISM Scientific Conference, Quito.

Zintz, T. (2019, March 5-7). *Innovation for developing human capital & resources in sport federations*. Paper presented at the FISU World Conference on Innovation in Sport, Krasnoyarsk.

JOURNAL ARTICLES

Guerci, M., Decramer, A., Van Waeyenberg, T., & Aust, I. (2019). Moving Beyond the Link Between HRM and Economic Performance: A Study on the Individual Reactions of HR Managers and Professionals to Sustainable HRM. *Journal of Business Ethics*, 160(3), 783-800. doi:10.1007/s10551-018-3879-1

Keegan, A., Brandl, J., & Aust, I. (2019). Handling tensions in human resource management: Insights from paradox theory. *German Journal of Human Resource Management*, 33(2), 79-95. doi:10.1177/2397002218810312

Maon, F., Vanhamme, J., Roeck, K., Lindgreen, A., & Swaen, V. (2019). The Dark Side of Stakeholder Reactions to Corporate Social Responsibility: Tensions and Micro-level Undesirable Outcomes. *International Journal of Management Reviews*, 21(2), 209-

230. doi:10.1111/ijmr.12198

- Zeimers, G., Anagnostopoulos, C., Zintz, T., & Willem, A. (2019). Examining Collaboration Among Nonprofit Organizations for Social Responsibility Programs. *Nonprofit and Voluntary Sector Quarterly*, 48(5), 953-974. doi:10.1177/0899764019837616
- Zintz, T. (2019). El deporte, una poderosa herramienta para el entendimiento y el diálogo intercultural. [Sport as an influential instrument for understanding and intercultural dialogue]. *Citius, Altius, Fortius*, 12(2), 15-25. doi:10.15366/citius2019.12.2.002

RESEARCH IN ENTREPRENEURSHIP

1.1. PEOPLE | Supervisors

Julie Hermans

- **Position:** Assistant Professor of Entrepreneurship and Innovation Management at UCLouvain (Louvain-la-Neuve & Mons campus).
- **Education:** PhD in Management Science, UNamur.
- **Research interests:** her research focuses on multiple-goal pursuit in entrepreneurial contexts such as creativity (divergence-convergence), innovation (exploration-exploitation), growth (development-consolidation), or social entrepreneurship (social mission-commercial activities), using a cognitive perspective.



Amélie Jacquemin

- **Position:** Assistant Professor of Entrepreneurship at UCLouvain (Mons campus).
- **Education:** PhD in Management Science, UCLouvain; Master in Law, UCLouvain
- **Research interests:** her research interests include entrepreneurship (entrepreneurial process; entrepreneurial support; critical approaches of entrepreneurship), business regulations and policies, and entrepreneurial education (with games).



Frank Janssen

- **Position:** Professor of Entrepreneurship at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Business Administration, Université Jean Moulin Lyon 3 (France); MBA, Western Carolina University (USA); Master of science in Economics, UCLouvain; Master of science in Law, UCLouvain.
- **Research interests:** his research interests and recent publications are in the fields of firm growth, social entrepreneurship, entrepreneurial motivations, entrepreneurship and religion, as well as entrepreneurial pedagogy.



1.2. PEOPLE | Researchers

Anaïs Angelucci

- **Position:** Teaching and Research Assistant in Audit, Accounting and Management Control, Entrepreneurship, Family Business and Nonprofit Organization at UCLouvain (Mons campus).
- **Education:** Master in Business Engineering, Faculté Warocqué (Université de Mons).
- **Research interests:** her main research interests are entrepreneurship, motivational psychology, hybrid organizations, family businesses and nonprofit organizations.



Roxane De Hoe

- **Position:** Teaching and Research Assistant in Entrepreneurship at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Psychological Sciences, UCLouvain.
- **Research interests:** her research is on the intention to restart after a business exit. She is interested in the personal and environmental determinants that influence the intention to restart a new business, especially when the entrepreneur has failed previously. Another aspect she wants to study is the psychological resources that could help failed entrepreneurs to overcome an involuntary exit, and favour learning from failure to use this experience to continue their entrepreneurial career or to find a career that suits them.



Clara Jates

- **Position:** Researcher in Entrepreneurship at UCLouvain (Mons campus).
- **Education:** Master in economic sciences, UCLouvain/Namur
- **Research interests:** she is interested in student-entrepreneurs.



Laurent Lahaye

- **Position:** PhD researcher at LouRIM (UCLouvain); Lecturer at ICHEC Brussels Management School.
- **Education:** Master in Business Engineering, ICHEC Brussels Management School.
- **Research interests:** his research topics are social and sustainable entrepreneurship. More specifically, he focuses on how social and/or sustainable entrepreneurs manage the fragile equilibrium between the social/environmental mission and the economic and financial constraints at the individual, organizational and societal levels.



Natalia Ramirez Torres

- **Position:** PhD researcher in Entrepreneurship and Innovation Management at UCLouvain (Mons campus).
- **Education:** Master in Organizations Management, Nueva Granada Military University (Colombia)
- **Research interests:** her research focuses on entrepreneurship, specifically in entrepreneurial practices in incubators. She is currently working on entrepreneurial practices for disruptive innovations from the incubator's perspective, to understand how entrepreneurs could develop this kind of innovations during the incubation process levels.



Amélie Wuillaume

- **Position:** Teaching and Research Assistant in Entrepreneurship at UCLouvain (Mons campus).
- **Education:** PhD in Management Sciences, UCLouvain.
- **Research interests:** after her thesis focused on crowdfunding and the emotions linked with this particular context, her research interests are now on social entrepreneurship, "sensemaking" of dramatic events resulting from entrepreneurial activity and the "dark side" of entrepreneurship.



SCIENTIFIC CO-OPERATORS

Julie Solbreux, UNamur.

2. ONGOING THESES AND PROJECTS

PhD Thesis: Essays on the intention to restart after an exit

Researcher: Roxane De Hoe

Supervisor: Frank Janssen

Funding: UCLouvain

Period: 2013-2020

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. Even if they experienced negative costs linked to a business failure, some of them restart a business. In this dissertation, we try to understand what are the individual- and country-level determinants that help entrepreneurs restart a business after an involuntary exit. We offer also, through our conceptual model, 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.

PhD Thesis: Social capital and community-based entrepreneurship in Africa

Researcher: Laurent Lahaye

Supervisor: Frank Janssen

Funding: ICHEC

Period: 2014-2021

SUMMARY: this study investigates the threat of mission drift and mission lock-in faced by sustainable enterprises, and the strategies set up by sustainable entrepreneurs to maintain their hybridity. Sustainable entrepreneurship is a growing research topic in the literature. One of the specificities of social/sustainable enterprises is particularly interesting: their hybrid nature (Battilana & Lee, 2014). They are combining a sustainable mission (social and/or green) with an economic activity. There is a need to study the fragile equilibrium of these companies that are trying to maintain their hybridity. If they focus on the social/green mission (mission lock-in situation), they may endanger their financial survival. On the contrary, if social enterprises favor the business objectives at the cost of the societal mission, it is called mission drift (Cornforth, 2014; Ebrahim, Battilana, & Mair, 2014). Based on a multilevel review of sustainable and social entrepreneurship research, we identified important gaps in the literature: at the individual level (intentions, orientations and motivations), at the organizational level (strategy, activities, resource allocations, performance, etc.), and at the societal level (institutions). Responding to the call to investigate the mission drift in African settings (Doherty, Haugh, & Lyon, 2014), we already identified a network of sustainable organizations in the tourism sector in Benin (Africa). The tensions faced by those sustainable enterprises are important, due to several crises in the last years (Boko Haram, Ebola...). We conducted at least 5 rounds of interviews (2017-2020) with the 6 main sustainable entrepreneurs but also some interviews with unsuccessful entrepreneurs from the ecotourism sector in Benin. We investigated how sustainable entrepreneurs manage the tensions between their mission and economic constraints. We identified factors that explain why some entrepreneurs fail to get their economic and social activities off the ground.

Then, among those who have been able to launch their activity, we have identified factors that explain why some manage to get out of the NGO logic while others are still stuck in it. We also identified significant differences in the way they manage their human resources. These HR policies enlighten the difficulties facing by some entrepreneurs to find and train potential successors. Finally, we will study the boundary between entrepreneurship and sustainable entrepreneurship through a quantitative research of the motivations along with social and environmental outcomes of entrepreneurs in Belgium.

PhD Thesis: Social and Sustainable entrepreneurship education

Researcher: Julie Solbreux

Supervisors: Julie Hermans, Sophie Pondeville (UNamur)

Funding: UNamur

Period: 2017-2023

SUMMARY: this thesis focuses on the study of pedagogical devices conducive to the development of collective efficacy in Social and Sustainable Entrepreneurship Education and its effects on entrepreneurial intentions in a social and sustainable manner:

- Qualitative method: “Self-confrontation and cross-confrontation” (Clot and al., 2000).
- Quantitative method: role of collective efficacy on entrepreneurial intention, inspired by “Self-categorization theory” (Turner and al., 1994).

PhD Thesis: How Entrepreneurial Practices Create Disruptive Innovations

Researcher: Natalia Lizzeth Ramirez Torres

Supervisor: Amélie Jacquemin

Funding: Nueva Granada Military University (Colombia)

Period: 2018-2021

SUMMARY: the aim of the research is to find entrepreneurial practices that could help to create low-end innovation disruption. The theoretical approach will be analysing the background of these innovations, during their incubation process to find a similarity between them. Considering the lack of research in the entrepreneurial DI field, it is necessary to consider the technological innovation practices in entrepreneurship as well. The practical approach will require more challenges as a DI is only recognizable once it is already established in the market and has followed the DI trajectory for low-end innovations. Some DIs were not incubated and those who were, present a lack of information of the incubation process, making it more difficult to find it. Finally, the research attempt to bring practical tools in two levels: nascent entrepreneurs and incubators managers. Considering that the findings would affect the development of both actors during the incubation process to be more efficient. Also, it is expected to contribute to DI literature, with the understanding of the increase DI phenomenon, to give guidelines for future research in the field.

PhD Thesis: Irrational business decision in the family business? Unravelling family firm decision-making through a motivated cognition perspective

Researcher: Anaïs Angelucci

Supervisor: Julie Hermans

Funding: UCLouvain

Period: 2019-2024

SUMMARY: her research focuses on how family leaders establish their point of reference on a financial level and how it evolves through time in order to understand the mental mechanisms they mobilize. Secondly, she will focus on the same process in a case where the financial goal coexists with a socio-emotional one. Finally, the regulator focus theory

(enthusiast or vigilant approach) will also shed new light on the tensions that can arise within the family business, particularly when, following the firm's development, the family-leader has to hire a non-family CEO. The regulatory focus will also make it possible to highlight the strengths and weaknesses of each of them and show to what extent their complementarity can be efficient. Consequently, this multidisciplinary thesis will enable family business leaders to be better equipped to pursue the multiple goals of their organization, such as the protection of socio-emotional wealth, innovation or operational efficiency.

Funded Project: Transfirm

Supervisors: Julie Hermans, Amélie Jacquemin

Researchers: Héloïse Gallée, Clara Jates

Funding source: INTERREG-FEDER

Period: 2018-2019

SUMMARY: the objective of the project is to enhance trans-border activities by student-entrepreneurs. The project gathers UCLouvain, ComUE Lille Nord, UMONS, UGent, HEPH-Condorcet, HELHa, HOWEST and SOWALFIN (société wallonne de financement des garanties des petites et moyennes entreprises). The main axes are:

- Development of tools for the student-entrepreneur from the three regions
- Creation of a trans-border community of student-entrepreneur
- Development of trans-border training and research on student-entrepreneurship
- Organization of international challenges and event

3. PUBLICATIONS

BOOK

Fayolle, A., Janssen, F., Le Loarne-Lemaire, S., & Maalaoui, A. (2019). *Social Entrepreneurship and Bricolage : Taking stock and looking ahead*. London: Routledge.

BOOK CHAPTERS

Janssen, F., Fayolle, A., & Wuillaume, A. (2019). Researching bricolage in social entrepreneurship. In A. Fayolle, F. Janssen, S. Le Loarne-Lemaire, & A. Maalaoui (Eds.), *Social entrepreneurship and Bricolage : Taking stock and looking ahead*. London: Routledge.

Wuillaume, A., Jacquemin, A., & Janssen, F. (2019). 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 E. Laveren, R. Blackburn, U. Hytti, & H. Landström (Eds.), *Rigour and relevance in entrepreneurship research, resources and outcomes* (pp. 165-189). Cheltenham/Northampton, MA, USA: Edward Elgar Publishing.

CONFERENCE PAPERS

Falize, M., Lahaye, L., De Hoe, R., & Janssen, F. (2019, November 29). *Démystifier la peur de l'échec entrepreneurial*. Paper presented at the 4^{ème} Colloque Interdisciplinaire sur la Défaillance d'Entreprises, Lille.

Falize, M., Lahaye, L., De Hoe, R., & Janssen, F. (2019, June 11-14). *Influence des médias sur la peur de l'échec entrepreneurial en Afrique subsaharienne*. Paper presented at the XXVIII^e conférence de l'Association Internationale de Management Stratégique, Dakar.

- Janssen, F., Mitra, P., Kickul, J., & Hermans, J. (2019, November 8-9). *Crowdfunding Success for Some Social Entrepreneurs*. Paper presented at the 16th Annual Social Entrepreneurship Conference, Bloomington, IN, USA.
- Janssen, F., Wuillaume, A., & Bacq, S. (2019, November 8-9). *The “bad side” of “doing good”. Advancing a Framework for Coherent Research on the Dark Side of Entrepreneurship*. Paper presented at the 16th Annual Social Entrepreneurship Conference, Bloomington, IN, USA.
- Wuillaume, A., & Janssen, F. (2019, November 27-29). *Legitimacy is in the eye of the crowdfunder: how entrepreneurs establish legitimacy through narratives on crowdfunding platforms*. Paper presented at the XXXIII Research in Entrepreneurship and Small Business Conference, Berlin.

JOURNAL ARTICLES

- Angel, V., & Hermans, J. (2019). Théorie des focus régulateurs : état de l'art et défis pour la cognition entrepreneuriale. *Revue de l'Entrepreneuriat*, 18(1), 23-71. doi:10.3917/entre.181.0023
- Bacq, S., Janssen, F., & Noël, C. (2019). What Happens Next? A Qualitative Study of Founder Succession in Social Enterprises. *Journal of Small Business Management*, 57(3), 820-844. doi:10.1111/jsbm.12326
- Ben-Hafaïedh, C., & Hermans, J. (2019). Entrepreneurial team regulatory focus: the case of early growth in a sustainable venture. *Management international*, 24(1), 72-87.
- Hermans, J., & Angel, V. (2019). Multiple Goal Pursuit in Social Enterprises: How Does Regulatory Focus Relate to Opportunity Evaluation? *International Review of Entrepreneurship*, 17(2), 127-144.
- Ramdani, D., van Witteloostuijn, A., Vanderstraeten, J., Hermans, J., & Dejardin, M. (2019). The perceived benefits of the European Union standardization. An exploration according to firm size and firm capabilities. *International Economics and Economic Policy*, 16(2), 379-396. doi:10.1007/s10368-017-0391-5
- Wuillaume, A., Jacquemin, A., & Janssen, F. (2019). The right word for the right crowd: an attempt to recognize the influence of emotions. *International Journal of Entrepreneurial Behavior & Research*, 25(2), 243-258. doi:10.1108/ijebr-10-2017-0412

WORKING PAPER

- Lahaye, L., Falize, M., De Hoe, R., & Janssen, F. (2019). Influence des médias sur la peur de l'échec entrepreneurial en Afrique subsaharienne. *Louvain Research Institute in Management and Organizations Working Paper Series*, 2019(07), 1-21.

RESEARCH IN HUMAN RESOURCE MANAGEMENT

1.1. PEOPLE | Supervisors

Eline Jammaers

- **Position:** Professor of Critical Management Studies and Human Resource Management at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Business Economics, Hasselt University.
- **Research interests:** her research interests include: ableism and dis/ability at work, entrepreneurship by people with disabilities, intersectionality, anthropocentrism, identity work. Her current research projects concern neurodiverse entrepreneurs and unexpected animals in the workplace.



Laurent Taskin

- **Position:** Professor of Human Resource Management and Organisation Studies at UCLouvain (Louvain-la-Neuve campus); Visiting Professor at PSL Paris-Dauphine and at Université Saint-Louis-Bruxelles; Academic Chairholder of the LaboRH Chair in human management and labour transformations.
- **Education:** PhD in Economics and Management Science, UCLouvain.
- **Research interests:** Laurent's continuing interest lies in developing a critical analysis of diverse aspects of Human Resource Management. His main research interests fall into two major areas: 1) new forms of (work) organization and governance, with a special focus on spatial studies and organizational control; and 2) Critical Management Studies and, especially, the development of a critical perspective on HRM leading to the conditions for managing organizations humanely.



1.2. PEOPLE | Researchers

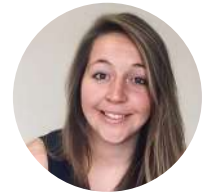
Michel Ajzen

- **Position:** Teaching and Research Assistant in Critical Management Studies, Human Resource Management and Industrial Relations at UCLouvain (Louvain-la-Neuve campus); Invited Lecturer at Université Catholique de l'Ouest (France).
- **Education:** Master in Human Resources Management, UCLouvain.
- **Research interests:** his research focuses in new ways of working and managing, in a critical and interdisciplinary perspective. More precisely, he questions how the so-called « New » world of work (as a set of practices – e.g. telework, flexwork, distributed workplaces, flexdesk and flexitime – and discourses – e.g. freedom, empowerment and entrepreneurship) produces and/or reflects a new social order within which power issues take place to define the « newness ».



Marine De Ridder

- **Position:** Researcher in Critical Management Studies and Human Resource Management at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Human Resources Management, EST, UCLouvain.
- **Research interests:** her research focuses on self-proclaimed liberated firms (SLF) in the Human Resources Management field. Presented by management gurus as the perfect solution to many challenges firms are facing nowadays (i.e. disengagement or discomfort at work, under performance rates, etc.), SLF raises questions into the scientific community, for instance, about its effective novelty or its definition.



Kamila Moulai

- **Position:** Teaching and Research Assistant in Critical Management Studies, Human Resource Management, International Management and Business Ethics at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Human Resource Management, UCLouvain; Master in Labour Studies, Work and Societies, UCLouvain; European Master in Social Policy, Labour Science, University of Bremen (Germany).
- **Research interests:** her research interests mainly focus on talents. She investigates expatriation processes from the spectrum of International Human Resource Management. She is interested in workers as much as in their contexts. As a consequence, her research examines how modern structures and contexts affect workers, including the impact of new technologies. She draws on philosophy and ethics as a background picture to capture and interpret realities encountered by individuals in organizations.



Charlotte Rodriguez Conde

- **Position:** Researcher in Human Resource Management at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** her research concerns Human Resource Management and Work Transformations. She is studying a wide variety of topics such as performance management, organizational dehumanization and HRM's legitimacy.



Laurianne Terlinden

- **Position:** PhD researcher in Critical Management Studies, Human Resource Management and Organisation Studies at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Social Work, KULeuven.
- **Research interests:** Her research lies in the field of organisational studies, seeking to unveil the way identity regulation is at play during organisational transitions. More specifically, her PhD thesis focuses on an organisational transition to 'new ways of working' (including a more collaborative and participatory management), investigating the way this transition alters managers' attitude and behaviours. In order to address this issue, her research is based on a qualitative empirical research in which data are collected through an ethnographic approach, including observations, interviews and documentary analysis.



SCIENTIFIC CO-OPERATORS

Prof. Marie-Thérèse Claes, Asian Institute of Technology (Vietnam).

2. ONGOING CHAIRS, THESES AND PROJECTS

Research Chair: LaboRH Chair

Supervisor: Laurent Taskin

Researchers in 2019: Marine De Ridder, Chloé Jacquemin, Charlotte Rodriguez Conde

Funding source: public and private Organisations (in 2019: AGC, AXA, AViQ, BNB, BNPP-Fortis, ORES, RTBF, SWDE, Solvay, UCLouvain)

Period: 2012-2020

SUMMARY: founded in June 2012, the LaboRH Chair 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 organizations. Anchored in an interdisciplinary perspective, the LaboRH Chair conducts research in three main areas: (i) new ways of working and their many implications in terms of well-being, collaboration, performance and (de)humanization; (ii) the transformation of management expertise and practices; (iii) the evaluation of specific HR policies (appraisal, feedback culture, social dialogue, learning and development, knowledge management...).

PhD Thesis: While the “new” world of work naturalizes flexibility. A conventionalist analysis of telework uses

Researcher: Michel Ajzen

Supervisors: Laurent Taskin, Evelyne Léonard

Funding: UCLouvain

Period: 2013-2020

SUMMARY: based on two case studies, the research shows how two companies provide an identical solution (flexwork) similarly justified (flexibility) to solve a same issue (efficiency). This reflects the existence of a shared belief on the “good” way to manage a firm but also, to organize work. This « ideal » company is then characterized as connected, flexible, agile, adaptable or reactive. In this context, telework naturally stands out as an essential practice of a modern company in line with a « New » World of Work. By reflection, this materializes the ideal of the « good » worker who shared the same characteristics: flexible, reactive, etc. From this belief, the research shows an active process through which power games take place to redefine the (good) organization of work involving collective reconfigurations of social interactions, responsibilities, forms of control and (non-)work related activities in times and spaces. Interestingly, by return, these reconfigurations shape the common belief that provides sense to actors to organize efficiently work and non-work-related activities. As a result, a conventionalist analysis of telework uses provides an understanding of the compliance process between the work organization and what social actors consider as « good », as « normal » in a modern firm, but also in a modern way of living. Consequently, the study shows how individuals rationalize with regard to broader normative structures, socially constructed in both living and working spheres. But also, it shows how the recurrence of mimetic behaviors ensures and shapes this shared belief.

PhD Thesis: Of Moves and Humans: Expatriation Journeys that Matter

Researcher: Kamila Moulai

Supervisor: Laurent Taskin

Funding: UCLouvain

Period: 2016-2020

SUMMARY: self-initiated expatriates (SIEs), people who decide to expatriate without organisational support, are a valuable resource for companies and a rich source of human capital. Today, understanding these workers remains challenging for academic experts and managerial structures. Building upon twenty years of both theoretical and empirical analyses, we developed a conceptual model that identifies the specific biases that have constrained the advancement of research in SIEs studies. In order to overcome these, we then plunge into qualitative empirical research with a design that allows in-depth interviews that put workers' perspectives at the heart of our analytical construction. Mobilizing philosophy as a background picture, we investigate what lies behind the SIE framed from the acceptance of expatriates, as a departure from an organization, much more than just a mobility to a specific destination. This radical shift in the way to investigate self-initiated expatriates enables us to grasp such expatriation as an emancipatory journey. We then explore the decision-making process capitalizing on sociological constructions. We move beyond treating decision-making as a purely individual matter without stakeholder involvement and include a dialectic way of identity-formation. This construction shifts the focus in analyses towards the co-construction of talent. We finally investigate how workers live their expatriation and how they build on their everyday professional experiences to shape their own conception of what constitutes a failure. This thesis contributes to the fields of International management; talent management, philosophy as well as strategic human resources management.

PhD Thesis: The Issues of the Dialogue in the Self-Proclaimed Liberated Firms: a Discussion-Space Approach

Researcher: Marine De Ridder

Supervisor: Laurent Taskin

Funding: LaborRH Chair

Period: 2017-2021

SUMMARY: changes in the society, the economy and the world of work have brought an interest for alternatives to traditional organizational models. A special attention to the self-proclaimed liberated firms (SLF) has emerged. In this research, we aim at identifying the issues of the dialogue in 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, 2019). 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, 2019). 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, 2019; Picard, 2015). We mobilize the discussion spaces approach to study the dialogue within firms (Detchessahar, 2013). The theoretical framework of this research uses the conventions theories in Management (Gomez, 2011).

PhD Thesis: Nouvelles formes d'organisation du travail et régulation de l'identité: ethnographie dans une entreprise de média (New ways of working and identity regulation: ethnography in a media company)

Researcher: Laurianne Terlinden
Supervisor: Laurent Taskin
Funding Source: Innoviris-Doctiris
Period: 2019-2020

SUMMARY: for a few years now, new ways of working have been promoted and implemented in organisations, offering alternative to the traditional bureaucracy. However, few academic studies exist on the way these major transformations actually take place in the company's and shape managers' and workers' work and identity. The project led by Laurianne Terlinden and supervised by Prof. Laurent Taskin aims at studying the transition of a media company towards a so-called "agile" organization, focusing on identity regulation in this context. This research objective covers three sub-objectives. First of all, it aims at understanding how the new organisational model actually takes shape on the work floor. Secondly, the focus is set on the way the most affected populations (in this case: managers and journalists) experience these new ways of working, and how their attitudes and behaviour evolve over time. Finally, this should lead us to unveil the way identity regulation is at play during the transition period.

Funded Project: Industore - Gestion optimisée des moyens de flexibilité, de stockage et de production de sites industriels

Supervisor: Nathalie Delobbe
Funding Source: Walloon region
Programme: ENERGINSERE
Period: 2014-2019

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.

Funded Project: Styles de management et bien-être au travail (Management styles and well-being at work)

Supervisor: Laurent Taskin
Researcher: Clotilde Hallet
Funding Source: SPF Emploi
Period: 2018-2019

SUMMARY: this project in collaboration with Prof Christophe Vanroelen (VUB) aims at studying the various management styles in Belgian companies and their effects on well-being at work. It will also cover the management styles advocated in the various schools of

the country and their implications on workers.

Funded Project: Nouvelles formes d'organisation du travail et régulation de l'identité: ethnographie dans une entreprise de média (New ways of working and identity regulation: ethnography in a media company)

Supervisor: Laurent Taskin

Researcher: Laurianne Terlinden

Funding source: Innoviris-Doctiris

Period: 2019-2020

SUMMARY: for a few years now, new ways of working have been promoted and implemented in organisations, offering alternative to the traditional bureaucracy. However, few academic studies exist on the way these major transformations actually take place in the company's and shape managers' and workers' work and identity. The project led by Laurianne Terlinden and supervised by Prof. Laurent Taskin aims at studying the transition of a media company towards a so-called "agile" organization, focusing on identity regulation in this context. This research objective covers three sub-objectives. First of all, it aims at understanding how the new organisational model actually takes shape on the work floor. Secondly, the focus is set on the way the most affected populations (in this case: managers and journalists) experience these new ways of working, and how their attitudes and behaviour evolve over time. Finally, this should lead us to unveil the way identity regulation is at play during the transition period.

3. PUBLICATIONS

BOOKS

Perret, V., & Taskin, L. (2019). *Les temporalités de la recherche critique en management: Enjeux et alternatives*. Québec: Presses Universitaires de Laval.

Taskin, L. (2019). *Vers un Management humain?* Louvain-la-Neuve: Presses Universitaires de Louvain.

BOOK CHAPTERS

Antoine, M., & Ajzen, M. (2019). De l'importance des partenariats entreprise-université pour la formation doctorale. In L. Taskin (Ed.), *Vers un Management Humain?* (pp. 41-48). Louvain-la-Neuve: Presses Universitaires de Louvain.

Courpasson, D., Huault, I., Perret, V., Taskin, L., & Vercher, C. (2019). La recherche alternative au prisme des institutions. In V. Perret & L. Taskin (Eds.), *Les temporalités de la recherche critique en management: Enjeux et alternatives* (pp. 85-97). Québec: Presses Universitaires de Laval.

Frémeaux, S., & Taskin, L. (2019). Le dialogue sur le travail: Un impensé de l'entreprise libérée? In M. Detchessahar (Ed.), *L'entreprise délibérée. Refonder le management par le dialogue* (pp. 93-124). Paris: Nouvelle Cité.

Léonard, E., & Taskin, L. (2019). Critique d'une gestion des ressources humaines toujours plus stratégique. In F. B. Malo, J. D. Thwaites, & Y. Hallée (Eds.), *L'humain, plus qu'une ressource au cœur de la gestion* (pp. 393-402). Québec: Presses Universitaires de Laval.

Marichal, P., Taskin, L., & Thiran, C. (2019). Le management humain des New Ways of Working: Leçons et enjeux. In L. Taskin (Ed.), *Vers un Management humain?* (pp. 67-86). Louvain-la-Neuve: Presses Universitaires de Louvain.

- Perret, V., & Taskin, L. (2019). Les approches critiques en management à l'épreuve du chercheur-publiant. In V. Perret & L. Taskin (Eds.), *Les temporalités de la recherche critique en management: Enjeux et alternatives* (pp. 1-15). Québec: Presses Universitaires de Laval.
- Perret, V., & Taskin, L. (2019). Remèdes à la mélancolie du chercheur critique en management: L'engagement comme ethos de la recherche. In V. Perret & L. Taskin (Eds.), *Les temporalités de la recherche critique en management: Enjeux et alternatives* (pp. 211-216). Québec: Presses Universitaires de Laval.
- Taskin, L. (2019). Le prix de l'aventure universitaire: Dix années de partenariat structurel entre l'Entreprise et l'Université. In L. Taskin (Ed.), *Vers un Management humain?* (pp. 11-24). Louvain-la-Neuve: Presses Universitaires de Louvain.
- Taskin, L. (2019). Management Humain, Humanisme et Université. In L. Taskin (Ed.), *Vers un Management humain?* (pp. 147-156). Louvain-la-Neuve: Presses Universitaires de Louvain.
- Taskin, L., & Perret, V. (2019). Quel espace-temps pour la recherche alternative en gestion? In V. Perret & L. Taskin (Eds.), *Les temporalités de la recherche critique en management: Enjeux et alternatives* (pp. 17-34). Québec: Presses Universitaires de Laval.
- Terlinden, L., Jacquemin, C., & Enderlin, F. (2019). La GRH à l'heure du digital : vers une perspective humaine. In L. Taskin (Ed.), *Vers un management humain ?* (pp. 119-128). Louvain-la-Neuve: Presses universitaires de Louvain.

CONFERENCE PAPERS

- Ajzen, M. (2019, October 2-3). *Quand le télétravail façonne la norme... Jeux d'acteurs, entre régulations et conventions*. Paper presented at the 8^{ème} rencontre des Perspectives critiques en management, Montréal.
- Ajzen, M. (2019, December 4). *Appréhender le travail flexible par les dynamiques d'acteurs. Une lecture conventionnaliste*. Paper presented at the Séminaire de recherche «Éthique et gouvernance de l'entreprise et des institutions», Angers.
- Ajzen, M., & Léonard, E. (2019, August 20-23). *Regulation at work: from Europe to the shop floor. The case of telework in Belgium*. Paper presented at the 14th European Sociological Association Conference, Manchester, United Kingdom.
- Ajzen, M., & Taskin, L. (2019, June 27-29). *Considering the social, spatial and material in flexwork studies: Spacing identity and the (re-)constitution of communities in an Insurance company*. Paper presented at the 11th International Critical Management Studies Conference, Milton Keynes.
- Mol, J., Sewell, G., & Taskin, L. (2019, August 9-13). *The future of organizational surveillance and the very future of organizations*. Paper presented at the 79th Academy of Management Annual Meeting, Boston.
- Mol, J., Sewell, G., & Taskin, L. (2019, July 4-6). *The state(s) of organizational surveillance*. Paper presented at the 35th European Group for Organizational Studies colloquium, Edinburgh.
- Moulaï, K. (2019, April 3-5). *When Globalizing Actors Challenge the Norms....* Paper presented at the Globalizing Actors in Multinational Companies, London.
- Moulaï, K. (2019, June 26-28). *Failure? It doesn't sound like anything to me*. Paper presented at the European Academy of Management Annual Conference 2019, Lisbon.
- Moulaï, K. (2019, July 4-6). *And now may I give my opinion on my own experience?* Paper presented at the 35th European Group for Organization Studies colloquium, Edinburgh.
- Moulaï, K. (2019, October 23-25). *Here Too, Responsible Leadership Has a Role to Play*. Paper presented at the Academy of Management, Specialized Conference, Bled.

- Taskin, L. (2019, January 7). *Chaire laboRH: du labo à la communauté. Partage d'expérience*. Paper presented at the LouRIM research seminars, Louvain-la-Neuve.
- Taskin, L. (2019, January 30 - February 1). *Qu'apporte la notion d'humanisation à la recherche en sciences de gestion?* Paper presented at the 17^{ème} Séminaire de recherche du GRACE/IFGE (EM Lyon Business School), Lyon.
- Taskin, L., Ajzen, M., De Ridder, M., & Scola, C. (2019, June 17). *Perspectives critiques dans la recherche en sciences de gestion : état des lieux et perspectives*. Paper presented at the Séminaire annuel de recherche du CIRTES, Louvain-la-Neuve.

CONFERENCES “GRAND PUBLIC”

- Rodriguez Conde, C., & Taskin, L. (2019, November 14). *Les leviers de la culture du feedback*. Paper presented at the 15^{ème} LSM HR Day, Louvain-la-Neuve.
- Taskin, L. (2019, February 8). *La GRH dans la fonction publique: contexte, acteurs et enjeux*. Paper presented at the HR Public conference, Bruxelles.
- Taskin, L. (2019, March 26). *Management Humain: Fondements et perspectives*. Paper presented at the @lumnist cycle de conférences, Louvain-la-Neuve.
- Taskin, L. (2019, March 29). *Télétravail, coworking, tiers-lieux: quel impact sur le territoire?* Paper presented at the Midis de l'Urbanisme in BW, Louvain-la-Neuve.
- Taskin, L. (2019, November 4-8). *Management Humain: Une proposition pour la GRH de demain, à l'Université aussi*. Paper presented at the Semaine de la qualité at Université Saint-Louis, Bruxelles.
- Taskin, L. (2019, December 2). *Nouvelles formes d'organisation, nouveaux modes de management*. Paper presented at the Leadership autrement/Ledership anders, Bruxelles.
- Taskin, L. (2019, December 5-6). *The future of HRM: Managing humanely*. Paper presented at the HRDesign, Liernu.

JOURNAL ARTICLES

- Ajzen, M. (2019). Fiche pratique : Vous avez dit télétravail? *CRF Compas - Info Magazine*, 12, 40-43.
- De Ridder, M., Taskin, L., Antoine, M., Ajzen, M., & Jacquemin, C. (2019). Le métier de manager en transformation : Une démarche prospective. *Management & Avenir*, 3(109), 37-60.
- Jammaers, E., Zanoni, P., & Williams, J. (2019). Not all fish are equal: a Bourdieuan analysis of ableism in a financial services company. *The International Journal of Human Resource Management*, 1-26. doi:10.1080/09585192.2019.1588348
- Taskin, L., Parmentier, M., & Stinglhamber, F. (2019). The dark side of office designs: towards de-humanization. *New Technology, Work and Employment*, 34(3), 262-284. doi:10.1111/ntwe.12150

REPORTS

- De Ridder, M., Rodriguez Conde, C., Rousseau, A., Stinglhamber, F., & Terlinden, L. (2019). *Quel(s) style(s) de leadership pour (ré-)humaniser le travail ?* Internal report no. 8/3. Chaire LaboRH. Louvain-la-Neuve.
- De Schameleire, J., Hallet, C., Taskin, L., Van Roelen, C., & Terlinden, L. (2019). *Styles de management et bien-être au travail - Management stijlen en welzijn op het werk*. Retrieved from <https://werk.belgie.be/sites/default/files/content/documents/Bien-%C3%AAtre%20au%20travail/Projets%20de%20recherche/Management%20Styles%20and%20well-being.pdf>
- Jacquemin, C., Jammaers, E., Rodriguez Conde, C., & Taskin, L. (2019). *Les leviers*

organisationnels à la culture du feedback. Internal report no. 8/2. Chaire LaboRH. Louvain-la-Neuve.

Taskin, L., De Mortier, F., Kempinaire, P., & Verweyen, Y. (2019). *De la gestion des ressources humaines au management humain: Les enjeux des transformations de la gestion des personnes et du travail dans le secteur public* [Livre blanc].

Taskin, L., De Mortier, F., Kempinaire, P., & Verweyen, Y. (2019). *Van HRM tot human management: de uitdagingen van de transformaties in het management van werknemers en jobs in de overheidssector* [White paper].

WORKING PAPERS

Ajzen, M. (2019). New ways of working and power issues: how does telework transform employment relations? *Louvain Research Institute in Management and Organizations Working Paper Series*, 2019(01), 1-27.

De Ridder, M. (2019). Que révèlent les espaces de discussion du travail de l'entreprise dite libérée ? Une approche régulationniste et conventionnaliste des enjeux de dialogue. *Louvain Research Institute in Management and Organizations Working Paper Series*, 2019(12), 1-40.

Moulaï, K. (2019). Self-initiated Expatriates: Trends and Experiences. *Louvain Research Institute in Management and Organizations Working Paper Series*, 2019, 1-24.

Moulaï, K. (2019). The Other and the Expat: A Story of Internalization. *Louvain Research Institute in Management and Organizations Working Paper Series*, 2019(20), 1-11.

Taskin, L., Caesens, G., & Donis, C. (2019). Considering the combination of office designs and telework practices in the study of flexwork effects on well-being and performance. *Louvain Research Institute in Management and Organizations Working Paper Series*, 2019(08), 1-16.

RESEARCH IN INFORMATION TECHNOLOGIES

1.1. PEOPLE | Supervisors

François Fouss

- **Position:** Professor of IT Management, Information Systems and Data Analytics at UCLouvain (Mons campus).
- **Education:** PhD in Management Science, UCLouvain.
- **Research interests:** his research focuses on data analysis and extends in various areas such as graph theory, data mining, machine learning, recommender systems, or clustering.



Manuel Kolp

- **Position:** Professor of Information Systems at UCLouvain (Louvain-la-Neuve campus); Chairman of the FNRS (Belgian National Fund for Scientific Research)-accredited Doctoral School of Management; Independent Expert for the European Commission and foreign national research agencies on projects related to IT and software engineering; Consultant and executive instructor for (IT) companies, managers and competency centres.
- **Education:** PhD in Information Sciences, Université libre de Bruxelles; Master in Information Sciences, Université libre de Bruxelles.
- **Research interests:** his main expertise includes Information System Analysis and Design, Data and Information Management, Software Project Management, Business Process and Requirements Modeling and Agent-Oriented/Knowledge Systems.



Jean Vanderdonckt

- **Position:** Professor of Consumer Behaviour, IT Management and Information Systems at UCLouvain (Louvain-la-Neuve campus); Head of the Louvain Interaction Laboratory (LiLab).
- **Education:** PhD in Sciences, UNamur; Master in Computer Sciences, UNamur; Master and teaching habilitation in Mathematics, UNamur.
- **Research interests:** his research primarily resides in the area of Human-Computer Interaction (HCI), more specifically Engineering of Interactive Computing Systems (EICS) and Intelligent User Interfaces (IUI) of any information system. For this purpose, he developed a model-driven engineering method for developing user interfaces of information systems based on models, UsiXML language and notation, and a step-wise method for guidance.



1.2. PEOPLE | Researchers

Ghazaleh Aghakhani

- **Position:** Teaching and Research Assistant in IT Management and Information Systems at UCLouvain (Louvain-la-Neuve campus).
- **Education:** MBA, KULeuven; Master of Information Management, KULeuven.
- **Research interests:** she is mainly interested in improvements at the governance level of organizations. This includes risk governance,



security governance, and more importantly digital transformation. The latter refers to what needs to be done within an organization so that it can best cope with the emerging digital technologies and innovations, and create value.

Nicolas Burny

- **Position:** Teaching and Research Assistant in IT Management and Information Systems at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Civil Engineering, UCLouvain.
- **Research interests:** his research is in the field of Human-Computer Interactions and is about the objective evaluation of user interface aesthetics by the mean of measures. The goal of this research topic is to provide UI designers and developers with recommendations about how to improve the layout of their interfaces in order to make them more efficient from a usability and user-friendliness point of view.



Sylvain Courtain

- **Position:** Teaching and Research Assistant in IT Management and Information Systems at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** his research is related to machine learning, with a focus on the supervised, the semi-supervised and the unsupervised learning applied to graphs. In that vein, he has worked on the development on new algorithms based on the bag-of-path formalism to perform supervised and unsupervised tasks. More recently, his work took interest in the application of the free energy framework to a fraud detection system as part of a collaboration with Worldline.



Elora Fernandes

- **Position:** Teaching and Research Assistant in IT Management and Information Systems at UCLouvain (Mons campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** her main research interests concern data analysis, data mining and recommender systems.



Hassan Haidar

- **Position:** Teaching and Research Assistant in IT Management, Information Systems and Supply Chain at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** his research interests mainly includes Integrating Agile Software Development with Software Product Line Engineering, Information System Analysis and Design, Data and Information Management, Software Project Management, Business Process and Requirements Modeling.



Iyad Khaddam

- **Position:** Post-Doctoral Researcher in Human-Computer Interaction (HCI) at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Computer Science, UCLouvain.
- **Research interests:** his research interests are multiple: HCI, interaction techniques, usability, cultural usability studies, software engineering and HCI and foldable displays.



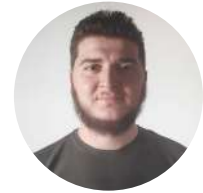
Soreangsey Kiv

- **Position:** Teaching and Research Assistant in IT Management and Information Systems at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Advanced Information Systems and Software Engineering, Université Joseph Fourier (France).
- **Research interests:** her research focuses on how to build a conceptual model and tool to facilitate partial agile method adoption. Knowledge and experience on agile adoption reported in literature are extracted and represented to make a systematic system which allows to answer various questions related to agile practice adoption.



Dimitrios Kotsalis

- **Position:** PhD Researcher in Information Technologies at LouRIM (UCLouvain).
- **Education:** Master in Engineering Sciences.
- **Research interests:** his research interests are in the field of human-machine interactions.



Pierre Leleux

- **Position:** Teaching and Research assistant in IT Management and Information Systems at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** he is working in the domain of Machine Learning and Data Mining, in the fields of graph mining, collaborative filtering and clustering. His recent research includes, among others, the introduction of novelty and unexpectedness in a random walk-based recommender system, graph embedding-based recommendations and new dissimilarity metrics for node clustering tasks.



Nathan Magrofuoco

- **Position:** PhD researcher in Information Technologies at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Civil Engineering, UCLouvain.
- **Research interests:** his research belongs to the discipline of Human-Computer Interaction (HCI) with a strong focus on gesture-based user interfaces manipulated in multiple contexts of use. First, his work has focused on 2- dimensional stroke gestures, then has expanded to 2-dimensional-and-a-half mid-air gestures. In the meantime, he has collected multi-platform and multi-modality datasets based on gesture sets elicited by the end-users, and he had the opportunity to study the impact of multiple platforms (smartphones, tablets, webcams) and multiple modalities of input (touch and mid-air gestures) on gesture articulation and recognition.



Anh-Vu Nguyen-Huynh

- **Position:** PhD researcher in IT Management and Information Systems at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Business Management and Information Systems, Université Libre de Bruxelles.
- **Research interests:** his research is in management information systems. It focuses on how to govern software project and software development processes in terms of business and IT alignment as well as the investment decision. In particular, this study proposes governance and management rules for evaluating software development in alignment with the organization's long-term strategy.



Mehdi Ousmer

- **Position:** Teaching and Research assistant in IT Management and Information Systems at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Computer Science (Visual Computing), University of Science and Technology Houari Boumediene (Algeria).
- **Research interests:** He conducts research in the field of Human-Computer Interaction, with a focus on gesture recognition and, precisely, 3D motion recognition of the human body. In this context, he develops a gesture recognition system, using a geometric algebra method to calculate the dissimilarity between two gestures, the result of this method is then used to recognize the gesture.



Chloé Satinet

- **Position:** Teaching and Research Assistant in Information Technologies at UCLouvain (Mons campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** her research interest focuses on information systems, recommender systems, marketing, societal marketing and sustainability.



Georgios Vellis

- **Position:** PhD Researcher in Computer Supported Cooperative Work and Human-Computer Interactions at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master of Science in Information and Multimedia, Technological Educational Institution of Crete (Greece).
- **Research interests:** his main research interests include the scientific fields of Human Computer Interaction, Model-based UI Engineering and Computer Supported Cooperative Work especially the synchronous one.



Santiago Villarreal

- **Present position:** PhD researcher in Information Technologies at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Science, Technology and Health, Université Jean Monnet (France).
- **Research interests:** his research interests are multiple: Gesture Elicitation studies, Gesture interaction, Human-Machine Interface, Artificial Intelligence, multi-agent system, movement processing, etc.



SCIENTIFIC CO-OPERATORS

Prof. Vivian Genaro Motti, George Mason University, Washington (USA).

Dr. Donatien Grolaux, ICHEC.

Dr. Samedi Heng, HEC Liège.

Prof. Jorge Luis Pérez Medina, Universidad de Las Américas (Ecuador).

Dr. Thanh-Diane Nguyen, ICHEC.

Prof. Yves Wautelet, KU Leuven.

2. ONGOING THESES AND PROJECTS

PhD Thesis: A Model-Based Approach for Developing Polymorphic User Interface Dialogues

Researcher: Dimitrios Kotsalis
Supervisor: Jean Vanderdonckt
Funding: external
Period: 2013-2020

SUMMARY: the current research proposes a new methodology to implement advanced and complex UIs for multiple context of use enriching the current capabilities of Model-Based UI Engineering with the leading-edge interaction outcomes of Toolkit-Based Programming providing also specialized tools to make this process the most productive.

PhD Thesis: An Agile Feature-Driven Framework for Managing evolving Software Product Lines: The AgiFPL method

Researcher: Hassan Haidar
Supervisor: Manuel Kolp
Funding: UCLouvain
Period: 2014-2020

SUMMARY: Agile Product Line Engineering is a paradigm that has emerged as a solution for responding to the need for managing changes in requirements, reducing time-to-market, promoting product quality, and decreasing development costs in software organizations. Agile Product Line (APL) approaches are the results of combining agile methods with Software Product Lines (SPL). The main goal of this thesis is to propose an efficient APL method. In general, software development methodologies consist of two integral parts. The first one is dedicated for requirements engineering and the second one is dedicated for the development process. In this thesis, we have proposed a Feature-Oriented Agile Product Line method called “Agile Framework for managing evolving Software Product Lines – AgiFPL method”. AgiFPL has been defined, designed and implemented after studying and analyzing the existent APL methodologies with the aim to take advantage of the strengths of the studied methodologies and to overcome their weaknesses. AgiFPL was proposed to address the development process part. For the requirement engineering part, we have proposed an Integrated Requirements Engineering framework for Agile Software Product Lines, which is the part that provides the syntax and semantics used for expressing the products of an APL method. The aim is to allow analysts and developers to specify requirements that precisely capture the stakeholder’s needs and intentions as well as to manage product line variabilities.

PhD Thesis: A Requirements-Driven Framework Bridging Model-Based Strategic Representations with Software Development Practices

Researcher: Anh-Vu Nguyen Huynh
Supervisor: Manuel Kolp
Funding: external
Period: 2014-2020

SUMMARY: Information Technology (IT) Governance is closely intertwined with Requirements Engineering. Aligning the latter with the former indeed allows proposing management rules for evaluating a software development’s relevance in alignment with the organization’s long-term strategy. Typically, the goal of governance of software engineering is to ensure that the results of a software development align with the strategic requirements of the organization in terms of business process support and technology adoption. Requirements-

driven software development processes, such as (I-)Tropos, are using coarse-grained (i.e., high-level) and social-oriented models to drive the software life-cycle both in terms of project management and forward engineering techniques. To support the governance of software developments realized with I-Tropos in terms of business and IT alignment as well as investment decision, this thesis proposes a process framework called GI-Tropos including a meta-model formalization of relevant process elements, the process description itself as well as its application onto two examples.

PhD Thesis: A goal-oriented approach for partial agile methods adoption

Researcher: Soreangsey Kiv

Supervisor: Manuel Kolp

Funding: UCLouvain

Period: 2015-2021

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.

PhD Thesis: A Model-based Approach for Synchronizing Multi-target User Interfaces by Polymorphism

Researcher: Georgios Vellis

Supervisor: Jean Vanderdonckt

Funding: external

Period: 2015-2020

SUMMARY: this research focused on the development of interactive software capable of supporting increasingly complex synchronous distributed collaborative work, also termed as groupware. It was motivated by the increasingly ubiquitous context within which users are required to operate and synchronously co-engage, rendering in effect the use of the prevalent groupware development methods outright problematic. The research tackled the problem on the basis of a highly sophisticated unified development methodology adhering to the MBUI engineering paradigm. The methodology was established on the basis of a wide array of custom models as well as an advanced generic runtime architecture for the overall management thereof, at execution time. Also, a set of design-time modules were crafted on top of a custom IDE based on the NetBeans platform, to facilitate, amongst other things, the interactive specification of the custom models. The feasibility of the approach was demonstrated on the basis of two highly advanced use case scenarios.

PhD Thesis: Evaluating GUI Aesthetics: From Incremental Definition of Measures to Reproducible Studies

Researcher: Nicolas Burny
Supervisor: Jean Vanderdonckt
Funding: UCLouvain
Period: 2017-2023

SUMMARY: Graphical User Interfaces (GUI) are the most common way of interaction with the devices we use in our everyday life. With the advent of mobile platforms, the visual design of GUIs grew considerably in the last few years, thus raising the need to evaluate their visual quality. However, this activity suffers from lack of reproducibility of experimental results due to the complexity of data sets construction and due to the significant amount of time and resources to conduct such experiments. To address this problem, this thesis aims at developing a cloud-based workbench that parameterizes the settings for conducting evaluations of the visual design of GUIs with measures, for facilitating their design by automating repeatable steps and for fostering replication of such experiments by automating their deployment. We also intend to develop different models which purpose is to assess the impact of various features of GUIs on the perception of their visual design. The goal is to partially fill the gap in the literature regarding the modeling of visual design of mobile platforms.

PhD Thesis: Fuzzy community detection in networks: models, performance measures and empirical comparisons

Researcher: Sylvain Courtain
Supervisor: Marco Saerens (ICTEAM)
Funding: UCLouvain
Period: 2017-2023

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 network data and, especially, analyse the links and interconnections within these networks. In general, terms, a graph/network 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. 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. 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. 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.

PhD Thesis: Discovering the various dimensions underlying the filter bubble phenomenon

Researcher: Elora Fernandes
Supervisor: François Fouss
Funding: UCLouvain
Period: 2017-2023

SUMMARY: with the growing of the internet, it is now impossible for users to deal with all the available information they have access to. Recommendation and selection tools, which help

users to cope with all those data, are then unavoidable (Bozdag, 2013). This work studies filter bubbles – a state of intellectual isolation that can allegedly result from personalized searches. Users become separated from information that disagrees with their viewpoints, effectively isolating them in their own cultural or ideological bubbles (Pariser, 2011). We address filter bubbles because it is fundamental to determine recommender systems consequences on users. When people are confronted with filter bubbles, they might become dubitative toward contradictory information (Van Alstyne & Brynjolfsson, 2005). Sunstein (2002) highlighted radicalization behaviors that could occur with recommender systems. Impacts on behaviors have also been emphasized such as consequences on diversity and novelty of consumed items (Nguyen et al., 2014; Hosanagar et al., 2014; Zhou et al., 2010). People's ability to notice that data are filtered and that what they see might not be the entire reality becomes relevant and important to deal with those issues. More precisely, this work focuses on those bubbles evolution over time, analyzing to what extent users' reaction toward recommendations affects the bubble development. Filter bubble is a complex and wide phenomenon that has impacts on different dimensions that are relevant to study in the long term. We then envision strategies to help users deal with the filter bubbles inside which they are confined. Finally, we analyze how improving the bubble awareness – and giving control – influences users' behaviors.

PhD Thesis: Improving serendipity in recommendations through optimally designed biased random walk on a graph

Researcher: Pierre Leleux

Supervisor: Marco Saerens (ICTEAM)

Funding: UCLouvain

Period: 2017-2023

SUMMARY: recommender systems are an important feature in many modern fields, notably information and e-commerce ecosystems. Youtube, Amazon, Netflix, etc. are among the most prominent examples of the increasing importance of an efficient automatic product recommendation system for its users. The serendipity is a complex concept of “good surprise” made of several components, usually relevance, novelty and unexpectedness. This thesis focuses on collaborative filtering amongst the large variety of recommender methods that exist, which consists of building item recommendations for users relying on other consumers preferences. More specifically, this project will put focus on the use of network analysis methods as tools for recommendation. Networks analysis is a modern and active research area in machine learning and data mining. These networks (or “graphs”) can occur in many domains and contexts such as social networks, internet and web mining. A graph as defined here is describe a mathematical structure composed on the one hand of a set of nodes and on the other hand of a set of edges joining some nodes together. Usually, when we are working with a graph, vertices represent objects or people whereas an edge reflects a tie linking them. The ItemRank algorithm relies on a random walk with restart to build recommendation for users, by moving randomly on a graph where the nodes represent the items. However, the recommendations computed from this algorithm suffer from the fact that the random walk is naturally attracted by nodes with large degrees (hub-effect), favoring recommendation of mainstream items. As part of this thesis, we study the introduction of a bias to apply on the transition probabilities of the random walk to favor transitions towards low-degree nodes in order to alleviate the hub-effect. The bias is computed so as to be optimal under entropy constraint. In a second time, we will use the bias further as a tool for improving the novelty and unexpectedness components of serendipity by favoring more strongly transitions towards low-degree items. The evolution of the these, seemingly conflicting, concepts that are relevance, novelty and unexpectedness will be monitored and contrasted with respect to the magnitude of the bias.

PhD Thesis: Multi-context gesture recognition

Researcher: Nathan Magrofuoco

Supervisor: Jean Vanderdonckt

Funding source: FNRS-FRIA

Period: 2018-2022

SUMMARY: gesturing is a natural part of our daily human interactions. Mobile, wearable, and embedded devices offer increasing opportunities to interact with computer systems through touch and mid-air gestures. During the last decade, a set of 2-dimensional stroke gesture recognizers, known as the “\$-family”, has taken benefit of template-matching techniques to classify touch gestures. Despite years of research, many aspects of gesture recognition remain largely unexplored (e.g., 3-dimensional and mid-air gestures have been often excluded from the scope of \$-family). Prof. Jean Vanderdonckt and researcher Nathan Magrofuoco aim to achieve multi-context gesture recognition. To this effect, they study the influence of the context of use on gesture articulation and recognition (e.g. we articulate gestures differently from one context of use to another). Based on their observations, they plan to improve actual gesture recognition. Prominent collaborations allow them to identify, validate and react to their hypotheses: (1) with Prof. Radu-Daniel Vatavu (University tefan cel Mare Suceava), main author of the most performant \$-family recognizers, and (2) with Prof. Paolo Roselli (Università di Rome “TorVergata”) whose research aims to apply Clifford algebra to gesture recognition.

PhD Thesis: Improving Information Security through Model Driven IT Governance

Researcher: Ghazaleh Aghakhani

Supervisors: Manuel Kolp, Yves Wautelet (KULeuven)

Funding: UCLouvain

Period: 2019-2024

SUMMARY: the ubiquitous use of technology has caused a critical dependency on Information Technology. This dependency has shed light on the importance of establishing a high-level IT Governance (ITG) model in organizations. The ultimate goal of such model is to incorporate leadership as well as organizational processes and structures to ensure that the organization’s IT extends and sustains its strategies and objectives. Moreover, ITG interoperability is one of the leading challenges to be addressed in realizing efficient applications. Today, the costs of integration for enterprise applications in the context of ITG are still tremendously high. This is because of the existence of different regulatory processes, requirements, data organization and application interfaces that should be reconciled, typically with manual intervention. A typical process in ITG includes different tangled concerns such as data processing, control flow, event handling, service invocations, human interactions and transactions. The entanglement of these concerns enhances the complexity of the development and the maintenance of process-driven ITG as the number of involved processes and services grow. As such, in the area of interoperability, the main challenge is to get systems to share information which is understandable both semantically and syntactically. This is possible via model transformation and semantic mapping. Conceptual modelling refers to the activity of formal description of some of the aspects of social and physical world around us with the goals of understanding and communicating. It is used to communicate a common view to members of a group – who need to have a shared understanding of relevant aspects of some world – through a variety of linguistic and graphic interfaces. The advantage of conceptual modelling over diagrammatic notations or natural language is the fact that it is derived from a formal notation and thus allows one to capture the application semantics. Moreover, supporting structuring and inferential facilities, is an advantage of conceptual modelling over mathematical or other formal notations which are developed in computer science. Furthermore, a model refers to an abstraction of a system and generally, it represents a simplified and partial view of a system. Using models allows for sharing a common knowledge and vision among technical and non-technical stakeholders

and thus facilitates and promotes the communication among them. Considering these models not only as documentation artefacts but also as central artefacts in the process of software engineering is referred to as Model Driven Engineering (MDE). One of the areas in which MDE can be applied is the governance of Information Technology. For that, MDE is established on a more abstract level. Nevertheless, it is not possible to create optimal value from IT without maintaining a balance between optimizing risk levels and resource use, and realizing benefits. Therefore, IT governance should provide good and solid controls to cover the security of information. The core focus of this research will be on developing a model driven ITG framework called InfoSecMoDrIGo which will be the evolution of the MoDrIGo framework in a way that it aims at tackling more ITG challenges and representing how integrating conceptual modelling with ITG ensures information security (InfoSec).

PhD Thesis: 3D Gesture Recognition of Human Body based on Computational Algebra

Researcher: Mehdi Ousmer

Supervisor: Jean Vanderdonckt

Funding: UCLouvain

Period: 2019-2023

SUMMARY: capturing the human body can be involved in many activities in various application domains ranging from human rehabilitation and motion analysis to avatar animation and robot action or human-robot interaction. Capturing the human body or a part of it is a challenging task requiring to transform raw data acquired by one or many sensors (e.g., a Microsoft Kinect) into a higher level model that then could serve for the intended purpose (e.g., a biomechanical model of the human body). These raw data often consist of physical data measured in a three-dimensional space (e.g., x, y, z, t) along with other data (e.g., speed, acceleration, pressure, jerk), thus posing several challenges in terms of data fusion and interpretation. This thesis will investigate how computational algebra may unify the capture of these data as well as their fusion in order not to lose any information, but also for ensuring computation in the same system.

PhD Thesis: GESTory: The Designers' Repository for End-User Gesture Preferences

Researcher: Santiago Villarreal

Supervisor: Jean Vanderdonckt

Funding source: Région Wallonne

Period: 2019-2023

SUMMARY: currently, the interaction through gestures is more common in our day by day, for example when we are interacting with our smartphone to perform different tasks, the manufacturers of these devices propose different gestures that try to be intuitive so that the user facilitates their use, for example, when browsing the image gallery, we use the movement of the finger from left to right of the screen to see the next image and from right to left to see the previous image. To obtain gestures that are related to a task in a device, Gestures Elicitation studies (GES) have been carried out. For our Systematic Literature Review (SLR) We analyze all known GES stored in digital libraries (N=216 published) like ACM, IEEE, etc. (String query: "Gesture" AND "Elicitation" AND "Study"). We identify parameters of the published such as authors, abstract, keywords, etc. In the same way, we have extracted information related to the GES result (participants, devices, body parts, environments, gestures, etc.) to establish a classification that allows us to organize all the gestures and make them accessible to the interested researchers. This same classification would be used in GESTory. GESTory is an online free system that works as a catalog (Atlas) of the different gestures obtained by GES. In the design we have considered the UX factors such as usability, credibility, etc. The way it works is the following: We are starting from a query where one enters a body part, a specific device, or a referent, the atlas delivers a list of gestures and corresponding links to GES references that examined them, for each gesture

we can see information such as description Gesture, Input/Target device, Measure, etc.

Funded Project: Gesture Recognition by Computational Algebra

Supervisor: Jean Vanderdonckt

Researcher: Nathan Magrofuoco

Funding source: Fonds Spéciaux de Recherche

Period: September 2017-August 2019

SUMMARY: gesturing is a natural part of our daily human interactions. Mobile, wearable, and embedded devices offer increasing opportunities to interact with computer systems through touch and mid-air gestures. During the last decade, a set of algorithms - known as the “\$-family” - has enhanced the recognition of single-stroke and multi-stroke gestures, then the recognition of gestures produced by low-vision users or using low-resource devices. We aim to study the articulation and the recognition of 2-dimensional gestures in multiple and various contexts of use. A context of use can be defined as a triple formed of (1) the end-user and her tasks, (2) the hardware and software platform, and (3) the environment that surrounds both the end-user and its platform. First, we focus on a set of user-elicited gestures that reflect the end-users’ preferences. Second, we aim to implement a multi-platform gesture recognizer (i.e., a recognizer that can be trained with touch gestures produced with a smartphone, and then classify touch gestures produced with an interactive wall screen and vice-versa). Finally, we aim to implement a multi-modality gesture recognizer (i.e., a recognizer that can be trained with touch gestures, then classify mid-air gestures produced in front of a webcam, and vice-versa). Most importantly, we explore multi-context gesture recognition in terms of Clifford’s algebra, a geometric algebra that enables scale-, position- and rotation-invariance - some of the most important properties in stroke gesture recognition - without further preprocessing.

Funded Project : ECA (Emerald Casting Assistant)

Supervisor: Jean Vanderdonckt

Researcher: Santiago Villarreal

Funding source: RW – MECATECH

Period: November 2018-October 2019

SUMMARY: the project aims at designing a true assistant for the continuous steel casting. The objective is to offer a complete supervision tool of the phenomena occurring during liquid steel solidification in the ingot mould. This tool will build on most recent temperature measurement, information technologies and user-interface technologies to position as an essential product on the continuous steel casting market.

Funded Project: CardiAmmonia

Supervisor: Jean Vanderdonckt

Researcher: Iyad Khaddam

Funding Source: RW – MECATECH

Period: 2019-2022

SUMMARY: nuclear medicine market is well-established in oncology. IBA and Elysia are very active in this field. Based on longstanding expertise, IBA supports hospitals and radiopharmaceutical distribution centers with their radioisotopes production by providing them with global solutions integrating equipment from several partners such as Elysia. In addition to high-quality technology production equipment, both companies have developed in-depth experience in setting up GMP radiopharmaceuticals production centers or hospital nuclear medicine laboratories. Today, PET (Positron Emission Tomography) Nuclear Medicine is also extending to neurology and cardiology. In cardiology, a PET scan

of the heart is a noninvasive nuclear imaging test using radioactive tracers. It is used to diagnose coronary artery disease and myocardio blood flow function. The high quality imaging of PET scans can deliver the most accurate diagnostic, which can help to define the best therapy treatment. In order to make this technology more available in hospitals, IBA, Elysia, ULiège and UCLouvain universities have decided to join their resources and their core technology expertise to work on the next generation of radioisotope production solution for cardiac applications. This collaboration will highly contribute to the growth of cardiac PET in the coming years.

3. PUBLICATIONS

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- Nguyen Huynh Anh, V., Kolp, M., & Wautelet, Y. (2019). Process Specification of a Governance-Aware Software Development Method. *Louvain Research Institute in Management and Organizations Working Paper Series*, 2019(22), 1-35.
- Pérez Medina, J. L., Vanderdonckt, J., & Villarreal Narvaez, S. (2019). CROSSIDE: A Cross-Surface Collaboration by Sketching Design Space. *Louvain Research Institute in Management and Organizations Working Paper Series*, 2019(11), 1-13.

RESEARCH IN MARKETING

1.1. PEOPLE | Supervisors

Karine Charry

- **Position:** Professor of Consumer Behaviour, Digital Marketing, Social Marketing and Marketing at UCLouvain (Mons campus).
- **Education:** PhD in Management Science, Facultés Universitaires Catholiques de Mons (FUCaM).
- **Research interests:** her research interests are twofold. On the one hand, she studies how to empower consumers who face ever evolving marketing tactics, notably in the digital media area and social media influencers. On the other hand, she concentrates on how marketing theories and tactics can support ideas that are favourable to people and societies, such as the protection of the environment and the promotion of healthy food, especially to young children (social marketing).



Chantal de Moerloose

- **Position:** Professor of Marketing and Methodology at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Management Science, UCLouvain; Teaching habilitation, UCLouvain.
- **Research interests:** her research interests are in the field of strategic marketing.



Caroline Ducarroz

- **Position:** Professor of Marketing at UCLouvain (Mons campus).
- **Education:** PhD in Management Science, Facultés Universitaires Catholiques de Mons (FUCaM).
- **Research interests:** her research interests are in marketing, with a focus on understanding consumer's behaviour in dynamic settings. More specifically, she is interested in auction systems and in recommendation systems in the mass-retailing sector, examining their utility for consumers and efficiency for retailers. More recently, she has also started studying specific mechanisms at the payment stage in the retailing sector (cashier), such as charity-at-checkout (micro-donations).



Simon Hazée

- **Position:** Professor of Marketing at UCLouvain (Mons campus).
- **Education:** PhD in Management Science, HEC Liège.
- **Research interests:** his research interests are in the fields of digital marketing, sharing economy, customer experience management and service recovery.



Nicolas Kervyn de Meerendré

- **Position:** Professor of Consumer Behaviour and Marketing at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Social Psychology, UCLouvain.
- **Research interests:** his main research area concerns brand perceptions and consumer behaviour.



Gordy Pleyers

- **Position:** Professor of Consumer Behaviour, Marketing studies, Neuromarketing, and Experimental approach at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Social Psychology, UCLouvain; Master in Social Psychology, ULiège; Master in Marketing, HEC Liège.
- **Research interests:** his research addresses various factors influencing consumers' attitudes and behaviours, in particular at an automatic (unconscious) level. His work mainly relies on experimental lab studies and focuses on the impacts of design elements that can be found in a product packaging or ad (e.g. shape, images, materials, faces).



Ingrid Poncin

- **Position:** Professor of Consumer Behaviour, Digital Marketing, Innovation Management and Marketing at UCLouvain (Mons campus); Qualified Researcher (HDR) at Université Lille 2 (France); Member of the administrative council of the Association française du Marketing (AFM).
- **Education:** PhD in Marketing, Facultés Universitaires Catholiques de Mons (FUCaM).
- **Research interests:** her research interests concern consumer behavior and digital marketing, more specifically, use and measurement of affect in marketing and consumer experience facing new technologies. She is also developing research on smart retailing, robot chatbot, gamification, engagement, customer empowerment, presence, social sharing as well as personalization.



Isabelle Schuiling

- **Position:** Professor of Marketing and Digital Marketing at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Management Science, UCLouvain; MBA, University of Chicago (USA).
- **Research interests:** her research is in the areas of brand management and international marketing. She has studied in the past what were the key strengths of local brands versus international brands in the context of global markets. More recently, she has been more interested in global marketing as the current digital transformation has a major impact on marketing.



1.2. PEOPLE | Researchers

Fanny Cambier

- **Position:** Teaching and Research Assistant in Marketing and Consumer Behaviour at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Business Engineering, Facultés Universitaires Catholiques de Mons (FUCaM).
- **Research interests:** her research is in consumer behaviour and persuasion, with a current focus on how and why consumers react to expressions of other consumers' relationships with their brands. Her doctoral research examines the brand audiences' areas of reactions to "made by fans" claims for new products, as well as the mechanisms explaining these reactions. She is currently also developing other research projects related to customer empowerment and service robots.



Pauline Claeys

- **Position:** Teaching and Research Assistant in Consumer Behaviour and Marketing at UCLouvain (Mons campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** her research topics are social media influencers and persuasion process.



Avreliane Kullak

- **Position:** PhD researcher in Consumer Behaviour and Marketing at UCLouvain (Mons campus).
- **Education:** Master in Management and Economic Sciences, UCLouvain.
- **Research interests:** her research ambitions to better understand the processes facilitating individuals' engagement toward pro-social behaviours such as healthy eating ones in a context of pervasive digital and social technologies and the mechanisms associated with those technologies that may either support or hinder the engagement. In particular, she studies the impact of using digital technologies such as mobile application to promote behaviour changes in the domain of health.



Laetitia Lambillotte

- **Position:** PhD researcher in Consumer Behaviour, Digital Marketing and Marketing at UCLouvain (Mons campus).
- **Education:** Master in Information and Communication, Université libre de Bruxelles.
- **Research interests:** her research topics are customer experience, personalization, online privacy and information transparency.



Pauline Munten

- **Position:** Teaching and Research Assistant in Marketing at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Management Science, UNamur.
- **Research interests:** her research interests are in the fields of marketing and Corporate Social Responsibility.



Elodie Nuotatore

- **Position:** Teaching and Research Assistant in Consumer Behaviour, Digital Marketing and Marketing at UCLouvain (Mons campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** she is involved in research on sustainability and prosocial behavior from the consumer's point of view. Within the field of social marketing, her doctoral project aims to understand the meanings of trivial prosocial acts – performed by people with a low level of engagement - in order to promote sustained prosocial engagement.



Melissa Ritondo

- **Position:** Teaching and Research Assistant in Consumer Behaviour, Corporate Social Responsibility and Marketing at UCLouvain (Mons campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** her thesis is in cause-related marketing and refers to consumer behaviour, charitable behaviour and retailers brand management. Precisely, she is studying mechanisms underlying shopper's responses to micro-contribution solicitations in a retailing context.



Quentin Sellier

- **Position:** PhD researcher in Marketing & Human-Computer Interaction at UCLouvain (Mons campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** his research interests are in the field of customer experience, user experience and gestural interaction.



SCIENTIFIC CO-OPERATORS

Prof. Ioannis Assiouras, ESDES Lyon Business School (France).

Prof. Virginie Bruneau, Solvay Brussels School of Economics and Management.

2. ONGOING CHAIRS, THESES AND PROJECTS

Research Chair: IPM Digital Marketing Chair

Supervisor: Ingrid Poncin

Researcher: Laetitia Lambillotte

Period: 2016-2020

SUMMARY: the Digital Marketing Chair created within the Louvain School of Management and Lourim, in collaboration with La Libre Belgique and the employment site OnlySalesJob (IPM Group) supports the university in its three essential missions (teaching, research and service to society. Concerning teaching, a unique training course in the Wallonia-Brussels community offers students of the master's degree in management sciences and the master's degree in management engineering an 8-month professional immersion in digital marketing in a company.

The Digital Marketing Chair is dedicated to research in digital marketing, more specifically consumer behaviour and experience in the digital world, personalization, gamification, cocreation, value creation and adoption of new technologies, as well as ethics concerns in

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

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, Intermarché, L'Oréal, Croix-Rouge, Club Med, Onlysalesjob and Marsh. In 2017-2018: Ikea, Club Med, Loterie Nationale, Federal assurance, Velux, Axa, Renault, Beierdorf, Engie, Partenamut, Edenred, Editx. In 2018-2019: Club Med, ING, Partenamut, Engie, Solvay, Beierdorf, Axa, Traffic, Edenred, Editx, Betfirst

PhD Thesis: Advertising consumer empowerment strategies: an investigation of key mechanisms and success contingencies

Researcher: Fanny Cambier

Supervisor: Ingrid Poncin

Funding: UCLouvain

Period: 2015-2020

SUMMARY: Consumer Empowerment Strategies (i.e. the democratization of internal innovation processes to consumers; CES) are growingly popular but the failure rate of the resulting new “consumer-driven” products is sobering. Marketing communication is an important lever for the adoption of new products, but theoretical and managerial knowledge about CES advertising remains scarce. Through a series of experiments, qualitative data and expert interviews, four essays investigate how to effectively advertise CES. An exploratory study first reveals that the brand audience advertising responses to “consumer-driven” claims depend (positively or negatively) on a multitude of aspects expected or signaled in marketing communication. The second essay demonstrates the signaling value of brand process transparency in inferring brand integrity because such signal credibly increases perceived empowerment. The third essay shows how and when an attractive or expert the winning consumer-inventor can challenge perceived empowerment and other advertising responses. The fourth essay examines how and why CES advertising can benefit brands suffering from poor consumer relationships in highly complex industries. By providing an in-depth understanding of the brand audiences’ responses to CES advertising, psychological mechanisms and success contingencies, this research contributes to both innovation and persuasion literatures. It also provides managers with guidance for developing more integrated innovation and advertising strategies.

PhD Thesis: Understanding the Relationship and Persuasion Mechanisms between Social Media Influencers and their Followers

Researcher: Pauline Claeys

Supervisor: Karine Charry

Funding: UCLouvain

Period: 2016-2022

SUMMARY: the context of Social Media Influencers (SMIs) presents several differences with traditional endorsement which suggest an original persuasion process. The first one is the strength of the relationship between SMIs and their audience, relying on parasocial interaction (PSI) (Lueck, 2015). This relationship between SMIs and followers is quite unique in the marketing and advertising context, where audiences do not usually share a personal relationship with the source of the commercial message (Colliander & Erlandsson, 2015).

However, even if in some cases this strong relationship could lead to positive impacts it could as well lead to negative effects for both SMIs and brands. A second difference between SMIs and traditional endorsers is that SMIs endorse products at a pace that has never been considered before. They are “serial recommenders”, implying high frequencies of influence attempts for numerous brands. This means that an SMI’s recommendation of one brand may affect the SMI’s subsequent recommendations of other brands that will be recommended by the SMI in the future. These two differences between SMIs and traditional endorsers justify that this project focuses on SMIs’ partnership with brands on consumers’ responses to recommendations. To the best of our knowledge, research on persuasion processes in this context remains scarce, although it is clearly a matter of concern for brands and SMIs. Therefore, with this project, we focus on specific dimensions of SMIs: relationship between SMIs and their followers which can lead to both positive and negative responses, repetitive dimension of partnerships with brands, the mediating role of credibility, followers’ attributions to SMIs’ perceived motivations and the moderating role of narratives.

PhD Thesis: Understanding Customer Experience on Personalized Websites

Researcher: Laetitia Lambillotte

Supervisor: Ingrid Poncin

Funding: IPM Chair in Digital Marketing

Period: 2016-2020

SUMMARY: providing optimal customer experience has become a challenge for companies, especially online (Lemon and Verhoef, 2016). To address this challenge, many companies decide to personalize their website content (Ho and Bodoff, 2014). With personalization, companies expect to improve customer experience on their website (Aguirre et al. 2015). However, we still have limited knowledge about customer experience on personalized websites. Besides, although customers may have positive responses to personalization, they may also have negative responses to it and even have reactance behaviors. For instance, even if customers may find personalized content relevant, they may also worry about the way their data are collected and used. Literature identifies these contradictory perceptions as a paradox (Aguirre et al. 2015). However, we still have limited knowledge about the different paradoxes that personalization may trigger, the way they are created and managed by customers. Finally, in this context of growing privacy concerns, companies expect that being more transparent about data collection and use for personalization purposes may help reduce negative responses to personalization (Karwatski et al. 2017). However, how does information transparency influence the effect of personalization on customer experience? This doctoral thesis therefore aims at understanding customer experience on personalized websites, understanding paradoxical tensions of personalization and investigating the role of information transparency on personalized websites.

PhD Thesis: PSS, an Integrative Typology of Value Propositions and Marketing Practices to Curb Obsolescence Practices? Understanding Consumers’ Reactions towards Potential Solutions

Researcher: Pauline Munten

Supervisors: Valérie Swaen, Joëlle Vanhamme (EDHEC)

Funding: UCLouvain

Period: 2016-2021

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. The main objective of this research is to assess the effectiveness of product-service systems in reducing obsolescence and fostering more environmentally sustainable patterns of production and consumption. Through a conceptual exercise and a series of experiments, three essays investigate how product-service systems help curb obsolescence practices and how consumers respond to some of these systems, in particular: product repair and sharing.

PhD Thesis: Further engaging consumers into healthy consumptions with mobile applications - Study of the supporting and hindering processes

Researcher: Avreliane Kullak

Supervisors: Ingrid Poncin, Karine Charry

Funding: Fonds Spéciaux de Recherche

Period: 2018-2021

SUMMARY: food consumption is a daily activity for many people. While food can be a source of well-being, an overconsumption of unhealthy food has risks for health. Over the years, obesity has become a crucial health issue. Many interventions have been implemented to counter this global health issue but delayed gratification limits individuals' motivation for behavioral change. As a consequence, people seek for support to maintain in the long-term their new healthy habits. In this context, it has become essential to define the most supportive interventions to further engage consumers into healthy consumption. This engagement process is crucial to offer the promised gratifications present in the long-term. In this research project, we will therefore focus on the role of technologies, more precisely, mobile applications in helping eating behavioral changes. In particular, we are taking a closer look at the impact that these mobile applications have on consumers' adoption of sustained healthy eating behaviors. We aim to put an emphasize on the adoption of sustained eating behaviors, hence, to engage consumers toward those behaviors. In that respect, we will focus on the mechanisms present within health food related apps and their roles on consumers' eating changes in the short and long term. Some mechanisms could have a positive effect and engage individuals in healthy eating behaviors. Yet, other mechanisms may also have a negative effect and may not engage individuals in healthy eating behaviors. This research project ambitions to be part of the ongoing effort made by social marketers to encourage positive behavioral changes for the welfare of society through a better understanding of the engagement in those behaviors, notably by using mobile applications. We foresee a papers dissertation using complementary methods of research - qualitative and quantitative ones. Our research project will theoretically contribute to the understanding of the connection between digital technologies - mobile applications - and consumers' behaviors in the research field of social marketing (and more specifically of health promotion) and to add theoretical insights regarding which relevant mechanisms facilitating or inhibiting people's engagement in healthy eating behaviors. Last but not least, it is expected to make relevant contributions for the various stakeholders involved in this objective to fight obesity, namely mobile app developers, non for profit organizations, public authorities and individuals.

PhD Thesis: Towards a sustained prosocial engagement

Researcher: Elodie Nuotatore

Supervisors: Karine Charry, Ingrid Poncin

Funding: UCLouvain

Period: 2019-2024

SUMMARY: while our societies are undergoing huge prosocial issues (e.g. environmental ones), several awareness-raising campaigns and their call to action are emerging (Lemire, 2018) and aim to promote concrete and sustained prosocial behaviors. However, prosocial behaviors can appear in the daily live in a trivial form. We define a *trivial prosocial act* (TPA) as a punctual behavior with a prosocial connotation – with potential positive spillover effect on the cause – but of low potential significance and engagement for the performer. In that case, prosocial acts may be incidental or potentially motivated by other elements than the social issue itself. These trivial prosocial acts, regularly observed, may be opposed to *sustained prosocial engagement* (SPE), leading to significant behaviors in favour of the prosocial cause over the long term. Through our research, we attempt to counter this potential lack of SPE from the starting point of a TPA. In other words, we aim at answering the question: “How to transform a specific trivial prosocial act into a sustained prosocial engagement towards the cause?”. Consequently, people with a low level of prosocial engagement will be our core target. These research question will be considered at both individual and community levels. Indeed, we will consider groups of people around common acts in a context of driving forward or solving a problem (e.g. taking part in a climate march), that can be called as communities of practice (Armstrong, 1997). More specifically, we attempt to figure out (1) the meaning(s) people give to these TPA and their motivations to perform them; (2) their relations with the community of practice; (3) potential barriers preventing the transition between a TPA and a SPE. Then, we will focus on (4) the development of engagement mechanisms in order to neutralize these barriers and foster sustained prosocial engagement.

PhD Thesis: Understanding the mechanisms underlying shopper's responses to charity at checkout practices in a retailing context

Researcher: Melissa Ritondo

Supervisors: Karine Charry, Caroline Ducarroz

Funding: UCLouvain

Period: 2019-2024

SUMMARY: Charity at checkout (CaC) refers to a set of practices whereby frontline employees (or self-service technologies) solicit charitable donations from shoppers during the payment stage. This research project aims at understanding the mechanisms underlying shoppers' responses to these CaC practices in a retailing context. Our research project is expected to have both theoretical and managerial contributions. We expect to contribute to the literature on shopper's behavior, charitable behavior and cause-retailer alliance, by better understanding persuasion mechanisms and shoppers' responses to these solicitations. We will attempt to provide insights regarding a better implementation of CaC practices, which will benefit to both retailers and NGOs willing to associate. We are also interested in the impact of this new kind of partnership on business and societies.

Funded Project: Transuniv

Supervisor: Ingrid Poncin

Funding source: INTERREG-FEDER

Period: 2018-2020

SUMMARY: the project between UCLouvain, UNamur, UGent, KULeuvent, COMUE Lille Nord

aims at developing the mobility and professional insertion of students and PhD student from the participating universities. It will allow the organization of seminars on innovation, professional doctoral training, ease the organization of internships.

<http://www.transuniv.eu/>

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

Supervisor: Caroline Ducarroz

Funding source: Wapinvest (Région Wallonne)

Period: 2019

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 (former PhD student UCLouvain). This new tool aims at providing SMEs 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 SMEs in Wallonie Picarde.

Funded Project: GUESS (Gesture User Experience Special Scale)

Supervisors: Ingrid Poncin, Jean Vanderdonckt

Researcher: Quentin Sellier

Funding source: Fonds Spéciaux de Recherche

Period: 2019-2021

SUMMARY: gesture interaction remains one of the last human senses subject to fundamental challenges in terms of its appropriate exploitation in mainstream product and services development. For multiple reasons, the gestures that are today used by computer-based information systems are far from being acceptable with respect to their overall quality, both from the end user's point of view and the system's point of view. In order to address this challenge, the main objective of this thesis consists in the exploration, the definition, and the validation of a model, a method and a software tool supporting this method in order to evaluate the overall quality of the customer experience, based on gestures jointly optimizing user preference and system performance, considering the context of use. The first step of this work consists in the realization of a Systematic Literature Review of Gesture Elicitation Studies. This work will bring us important elements indispensable to the proper characterization of customer preference for gestures. Similar to the previous step, we should also be able to answer the question: How to properly characterize system performance for gestures ? In this stage, a benchmarking of the gesture recognition algorithms will be carried out. For this purpose, a series of experiments will be set up to test the impact of the main factors. Then we will have to model the consensus between end consumer's preference and system performance. For this, we will use the techniques of structural equation modeling and a computer modeling by supervised or unsupervised learning. Finally, we will have to answer the questions: How to produce a method that is valid in order to assess the consensus and what type of tool would be convenient to support the application of the above method. To answer those, we will exploit the model and the results of the 2 first steps to be integrated into a general purpose model.

3. PUBLICATIONS

BOOK CHAPTER

Hammedi, W., Leclercq, T., & Poncin, I. (2019). Customer engagement: the role of gamification. In L. D. Hollebeek & D. E. Sprott (Eds.), *Handbook of Research on Customer Engagement* (pp. 164-185). Cheltenham/Northampton, MA, USA: Edward Elgar Publishing.

CONFERENCE PAPERS

Cambier, F., & Poncin, I. (2019, May 29-31). *Co-creators endorsing their winning product idea in ads: dealing with brand audiences' skepticism*. Paper presented at the Academy of Marketing Science Annual Conference Vancouver.

Claeys, P., Charry, K., & Tessitore, T. (2019, May 29-31). *Consumers' responses to Social Media Influencers: effect of dissatisfaction in the context of serial recommenders*. Paper presented at the Academy of Marketing Science Annual Conference, Vancouver.

Djelassi, S., Cambier, F., & Poncin, I. (2019, May 29-31). *Consumers' Non-Participation in Creative Crowdsourcing: Exploration through the Lenses of Meaning of Work*. Paper presented at the Academy of Marketing Science Annual Conference, Vancouver.

Hazée, S. (2019, June 10-13). *Why Customers Do Not Participate in the Access Economy*. Paper presented at the 16th International Research Symposium on Advancing Service Research and Practice, Karlstad.

Hazée, S., Van Vaerenbergh, Y., De Fasseur, T., Vandenberghe, A., & Keutgens, O. (2019, July 18-21). *Why Customers and Peer Service Providers Do Not Participate in Collaborative Consumption*. Paper presented at the 28th Frontiers in Service Conference, Singapore.

Lambillotte, L., Magrofuoco, N., Poncin, I., & Vanderdonckt, J. (2019, July 9-12). *Understanding customer experience on personalized websites*. Paper presented at the 2019 AMS World Marketing Congress, Edinburgh.

Lambillotte, L., Magrofuoco, N., Poncin, I., & Vanderdonckt, J. (2019, September 6). *Influence de la personnalisation web sur l'expérience du consommateur*. Paper presented at the 18^{ème} journée du marketing digital Paris.

Lambillotte, L., Yakov, B., & Poncin, I. (2019, June 6-8). *Personalization-privacy paradox: The effect of information transparency on online customer experience*. Paper presented at the Thought Leaders' Conference on Privacy in the Retail Environment, Florence.

Leclercq, T., & Poncin, I. (2019, July 8-10). *The rise of gamification in crowdfunding: Cooperative strategies in a reward-based crowdfunding*. Paper presented at the 26th Retailing Advances Research Consumer Services Conference, Tallinn.

Pleyers, G., & Poncin, I. (2019, July 8-10). *Virtual reality really effective for online real estate agencies ?* Paper presented at the 26th Retailing Advances Research Consumer Services Conference, Tallinn.

Poncin, I., Bettaieb, G., Fosse-Gomez, M. H., & Garnier, M. (2019, July 8-10). *Immersion and presence in a new 3D shopping environment*. Paper presented at the 26th Retailing Advances Research Consumer Services Conference, Tallinn.

Poncin, I., Bettaieb, G., Fosse-Gomez, M. H., & Garnier, M. (2019, May 15-17). *De l'immersion à la présence dans un nouvel environnement commercial en ligne : importance des facteurs clés d'accès à l'expérience*. Paper presented at the 35^{ème} Congrès de l'Association Française du Marketing, Le Havre.

JOURNAL ARTICLES

- Audrezet, A., & Charry, K. (2019). Do Influencers Need to Tell Audiences They're Getting Paid? *Harvard Business Review Digital Articles, Online*.
- Charry, K., & Parguel, B. (2019). Educating children to environmental behaviours with nudges: the effectiveness of social labelling and moderating role of age. *Environmental Education Research*, 25(10), 1495-1509. doi:10.1080/13504622.2018.1551518
- Conroy-Beam, D., Buss, D. M., Asao, K., Sorokowska, A., Kervyn, N., Herak, I., . . . Zupancic, M. (2019). Contrasting Computational Models of Mate Preference Integration Across 45 Countries. *Scientific Reports*, 9(1), 16885. doi:10.1038/s41598-019-52748-8
- Conroy-Beam, D., Roney, J. R., Lukaszewski, A. W., Buss, D. M., Kervyn, N., Herak, I., . . . Zupančič, M. (2019). Assortative mating and the evolution of desirability covariation. *Evolution and Human Behavior*, 40(5), 479-491. doi:10.1016/j.evolhumbehav.2019.06.003
- Garnier, M., & Poncin, I. (2019). Do enriched digital catalogues offer compelling experiences, beyond websites? A comparative analysis through the IKEA case. *Journal of Retailing and Consumer Services*, 47, 361-369. doi:10.1016/j.jretconser.2018.12.011
- Hazée, S., Van Vaerenbergh, Y., Delcourt, C., & Warlop, L. (2019). Sharing Goods? Yuck, No! An Investigation of Consumers' Contamination Concerns About Access-Based Services. *Journal of Service Research*, 22(3), 256-271. doi:10.1177/1094670519838622
- Kervyn, N., Cavazos Arroyo, J., Castillo Villar, F. R., & Gomez Zuñiga, R. A. (2019). ¿Qué hacer cuando tú marca es secuestrada por Narcos? El caso del whisky de Buchanan's. *Emerald Emerging Markets Case Studies*, 9(3), 1-20. doi:10.1108/eemcs-10-2018-0223
- Kervyn, N., Cavazos Arroyo, J., Castillo Villar, F. R., & Gomez Zuñiga, R. A. (2019). What to do when your brand gets kidnapped by Narcos: the case of Buchanan's whisky. *Emerald Emerging Markets Case Studies*, 9(3), 1-18. doi:10.1108/eemcs-07-2019-0198
- Pleyers, G. (2019). Shape congruence in product design: Impacts on automatically activated attitudes. *Journal of Retailing and Consumer Services*, (Accepted/In Press). doi:10.1016/j.jretconser.2019.101935
- Pleyers, G., & Vermeulen, N. (2019). How does interactivity of online media hamper ad effectiveness. *International Journal of Market Research*, (Accepted/In Press). doi:10.1177/1470785319867640
- Vermeulen, N., Pleyers, G., Mermillod, M., Corneille, O., & Schaefer, A. (2019). Desperately seeking friends: How expectation of punishment modulates attention to angry and happy faces. *Visual Cognition*, 27(5-8), 649-656. doi:10.1080/13506285.2019.1676351

WORKING PAPERS

- Cambier, F., & Poncin, I. (2019). Co-creators endorsing their winning product idea in ads: dealing with brand audiences' skepticism. *Louvain Research Institute in Management and Organizations Working Paper Series*, 2019(02), 1-16.
- Claeys, P., & Charry, K. (2019). Consumers' responses to social media influencers: effect of dissatisfaction in the context of serial recommenders. *Louvain Research Institute in Management and Organizations Working Paper Series*, 2019(19), 1-14.
- Lambillotte, L., Magrofuoco, N., Poncin, I., & Vanderdonckt, J. (2019). Influence of personalization on online customer experience. *Louvain Research Institute in Management and Organizations Working Paper Series*, 2019(13), 1-8.
- Munten, P., Swaen, V., & Vanderseypen, E. (2019). Paradoxes of innovations: a case study. *Louvain Research Institute in Management and Organizations Working Paper Series*, 2019(21), 1-43.

RESEARCH IN STRATEGY AND INNOVATION

1.1. PEOPLE | Supervisors

Guilhem Bascle

- **Position:** Professor of Strategic Management at UCLouvain (Louvain-la-Neuve campus); Research affiliate at the Society and Organisations Center, HEC Paris (France).
- **Education:** PhD in Strategic Management, HEC Paris (France).
- **Research interests:** his research interests include corporate strategy, the shareholder value model of corporate governance, institutional theory, and applied econometrics.



Régis Coeurderoy

- **Position:** Professor of Strategic Management at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Strategic Management, HEC Paris (France).
- **Research interests:** his research interests focus on international entrepreneurship and governance innovation.



Eric Cornuel

- **Position:** Professor of Strategic Management at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Management, Paris-Dauphine University (France).
- **Research interests:** his research interests focus on strategy, international management and entrepreneurship.



Benoit Gailly

- **Position:** Professor of Innovation Management at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Applied Mathematics, UCLouvain; MBA, INSEAD (France); Master in Society, Science and Technology, Roskilde University
- **Research interests:** his research interests are innovation-based strategies, corporate innovation management capabilities and innovation support systems



Patrick Scarmure

- **Position:** Professor of Strategic Management at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Risk Theory, Toulouse School of Economics (France).
- **Research interests:** his research interests focus on industrial organization.



Alain Vas

- **Position:** Professor of Strategy and Change Management at UCLouvain (Mons campus); Vice-rector in charge of the regional development (Hainaut), UCLouvain.
- **Education:** PhD in Management Science, Université Paris-Est Créteil (France).
- **Research interests:** his research interests are in the areas of strategic change, knowledge creation and transfer, organizational paradoxes and organizational innovation.



1.2. PEOPLE | Researchers

Marco Maria Daprà

- **Position:** Teaching and Research Assistant in Strategy at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Economics, UCLouvain; Master in Economics and Political Science, Università degli Studi di Milano (Italy).
- **Research interests:** his research interests cover topics on institutional entrepreneurship, organizational and institutional change and hybrid enterprises. In a period of change and instability, competing institutional logics are increasingly under scrutiny. Understanding the hows and whys of different institutional logics and their success or failure is a thrilling theoretical objective with great practical consequences for executives and policy-makers.



Charlotte de Kort

- **Position:** Researcher in Innovation Management at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Business Economics, KU Leuven.
- **Research interests:** her research interests focus on the knowledge network orchestration and its knowledge mechanisms.



Justine Lecocq

- **Position:** Teaching and Research Assistant in Economics at UCLouvain (Mons campus).
- **Education:** Master in Economic Sciences, UCLouvain.
- **Research interests:** her main research interest concerns competition policy and cartel deterrence.



Rodolfo David Villalobos Pozo

- **Position:** PhD researcher in Business History and Development Economics at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Economics, Universidad Técnica de Ambato (Ecuador); Master in Development Economics, UNamur and UCLouvain.
- **Research interests:** he is interested in government strategies and how they influence the national income.



SCIENTIFIC CO-OPERATORS

Prof. Christian Gnekpe, Toulouse Business School (France).

2. ONGOING CHAIRS AND THESES

Research Chair: Innovation networks

Supervisor: Benoit Gailly

Researcher: Charlotte De Kort

Funding source: Groupe Recherche-Développement (GRD)

Period: 2015-2019

SUMMARY: what are the key determinants of organisational innovation and how can networking activities influence the firm's innovation capability?

PhD Thesis: The value of knowledge networks for organisational innovation: A case study

Researcher: Charlotte De Kort

Supervisors: Benoit Gailly, Françoise de Viron

Funding: GRD Network

Period: 2015-2019

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 knowledge networks and more specifically on an inter-organizational community of practice (IOCOPs). In this part of the thesis an introduction on IOCOPs is provided as well as a discussion on the knowledge sharing mechanisms in those inter-organizational communities of practice and how they can be of value for improving firm's innovation outcomes. Finally, the orchestration of knowledge networks is discussed and a theory around the key activities of the network orchestrator is proposed.

PhD Thesis: 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: Rodolfo David Villalobos Pozzo

Supervisors: Jean-Christophe Defraigne, Régis Coeurderoy

Funding: external

Period: 2015-2020

SUMMARY: the objective of this project is to analyse economic growth sustainability reached by the "21st century's socialism" government in Ecuador 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).

PhD Thesis: Fighting Cartels Inside and Outside The Black Box: a Behavioral Approach

Researcher: Justine Lecocq

Supervisor: Patrick Scarmure

Funding: UCLouvain

Period: 2019-2024

SUMMARY: cartels refer to the explicit coordination of firms' behaviors in a market in order to produce a surpracompetitive outcome with higher prices. Because cartels artificially reduce welfare, harm consumers and stifle innovation, they are illegal 'per se' in most countries. Given the clandestine nature of cartels, it is a great challenge to uncover illegal agreements. Accordingly, the fight against cartels gave rise to a large body of literature investigating the optimal size of the penalty and the optimal design of policies (e.g. leniency programs). However, literature usually defines cartels as illegal agreements between black box firms and does not have a look inside or outside the black box: intrafirm relationships and relations with other economic agents (e.g. consumers) are ignored. In addition, the vast majority of the existing literature relies on rational choice theory. Her thesis aims at investigating the optimal design of anti-cartel policies by having a look inside the black box (i.e. considering cartels as organizations with both inter and intrafirm relationships) and outside the black box (i.e. considering cartels as organizations in relations with other economics agents). Her thesis also adopts a behavioral approach in order to take cognitive bias and situational factors that may affect the decision-making process of cartel offenders into account.

3. PUBLICATIONS

JOURNAL ARTICLES

Bascle, G., Mulotte, L., & Chen, J.-E. (2019). Addressing Strategy Endogeneity and Performance Heterogeneity: Evidence from Firm Multinationality. *Academy of Management Proceedings, 2019*(1), 12733. doi:10.5465/AMBPP.2019.12733abstract

De Kort, C., Ritala, P., & Gailly, B. (2019). Open-System Orchestration of Interfirm Knowledge Networks. *Academy of Management Proceedings, 2019*(1). doi:10.5465/AMBPP.2019.18521abstract

WORKING PAPER

De Kort, C., Gailly, B., & Ritala, P. (2019). Open-System Orchestration of Knowledge Networks. *Louvain Research Institute in Management and Organizations Working Paper Series, 2019*(06), 53.

RESEARCH IN SUPPLY CHAIN

1.1. PEOPLE | Supervisors

Nadine Meskens

- **Position:** Professor of Supply Chain at UCLouvain (Mons campus).
- **Education:** PhD in Automatismes and Human Information Systems, Université de Valenciennes & de Hainaut-Cambrésis (France).
- **Research interests:** her research interests focus on hospital management modelling.



Pierre Semal

- **Position:** Professor of Supply Chain Management at UCLouvain (Louvain-la-Neuve campus).
- **Education:** PhD in Applied Sciences, UCLouvain.
- **Research interests:** 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.



1.2. PEOPLE | Researchers

Paul Chatelain

- **Position:** Teaching and Research Assistant in Supply Chain and Operations Research at UCLouvain (Louvain-la-Neuve campus).
- **Education:** Master in Business Engineering, UCLouvain.
- **Research interests:** his research interests focus on Operations Research, especially the formulation and solving of large optimisation problems with fairness concerns.



2. ONGOING THESIS

PhD Thesis: The help of the O.R. to deal with the airport noise problematic: modelling of a fair resource allocation

Researcher: Paul Chatelain

Supervisor: Mathieu van Vyve (LIDAM)

Funding: UCLouvain

Period: 2015-2021

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 ...).

DEFENDED THESES IN 2019

31 January: Virginie Vandenbulcke

Title: “Personalized Collaborative Recommendations in the Mass Retail Sector”

Supervisors:

Prof. Caroline Ducarroz, UCLouvain

Prof. François Fouss, UCLouvain

Jury members:

Prof. Ingrid Poncin, UCLouvain (Chair)

Prof. Fabian Lecron, Université de Mons

Prof. Pietro Zidda, UNamur

Prof. Pauline De Pechpeyrou, Université Paris-Est Créteil (France)

Prof. Lars Meyer-Waarden, Université de Toulouse (France)

SUMMARY: this doctoral thesis, carried out in the joint fields of marketing and data mining, focuses on recommendation systems, and more particularly on the opportunity to include such personalization tools in a communication strategy in mass distribution. Personalization is indeed an important concern in marketing, both scientific and managerial, but has not yet shown its full potential in an offline environment, such as the one studied in this research. In this context, this doctoral thesis assesses the effectiveness of a personalized communication strategy using so-called collaborative recommendations (i.e., taking into account the tastes of users similar to the client studied). More specifically, the impact of personalized collaborative recommendations and personalized collaborative messages included in marketing communication in the retail sector is studied. This research opens up interesting future perspectives in terms of personalization of offers in store via, for example, smartphones or self-scanning systems.

18 June: Iskra Herak

Title: “Advertising Human(nes)s Empirical Integration of Anthropomorphism and Dehumanization”

Supervisor:

Prof. Nicolas Kervyn de Meerendré, UCLouvain

Jury members:

Prof. Valérie Swaen, UCLouvain (Chair)

Prof. Olivier Klein, Université Libre de Bruxelles

Prof. Matthew Thompson, Western University (Canada)

Prof. Milan Okanovic, University of Belgrade (Serbia)

Prof. Ingrid Poncin, UCLouvain

SUMMARY: the purpose of this thesis is to empirically examine whether humanity's attribution to products and brands (i.e. anthropomorphism) is intrinsically linked to humanity's lack of attribution to people (i.e. dehumanization). In order to understand their complementarity, a series of experimental studies have been designed to reveal the subtle context in which they can occur and to explore different cognitive mechanisms that may underlie these phenomena. The results suggest that a simple advertising photo associating a product and a brand with a person can lead to anthropomorphism and dehumanization respectively.



28 June: Géraldine Zeimers

Title: “Corporate Social Responsibility Implementation in Non-Profit Sport Organisations”

Supervisors:

Prof. Thierry Zintz, UCLouvain

Prof. Annick Willem, UGent

Jury members:

Prof. Marc Francaux, UCLouvain (Chair)

Prof. Valérie Swaen, UCLouvain

Prof. Kathy Babiak, University of Michigan (USA)

External members:

Prof. Yves Fassin, UGent

Prof. Vassil Girginov, Brunel University (United Kingdom)

Prof. Stefan Walzel, German Sport University Koln (Germany)

SUMMARY: sport is believed to create positive economic, cultural, health and social values. At the same time, it faces ethical, social and environmental challenges. Through corporate social responsibility (CSR) programmes, sport organisations may stimulate sport’s positive social side and counter and/or prevent its negative side. The scholarly debate about CSR within the sport management field focuses almost exclusively on for-profit sport organisations. Yet, these traditional non-profit sport organisations are increasingly addressing such issues under the scope of CSR or any related notion. The purpose of this dissertation is to empirically examine the implementation of CSR programmes by non-profit sport organisations. This dissertation provides important insights on three main elements of CSR implementation, namely organisational determinants, collaborations and organisational learning. The focus of this study is on sport federations – those sport governing bodies in charge of the organisation of specific sporting codes and the representatives of their sport. The study examines how sport federations build on their sport-federated network, internal and external stakeholders (e.g., sport clubs, state and national bodies, public authorities, non-profit partners). Theoretical and practical implications are formulated for sport federations in their quest to implement CSR in a sustainable way.



12 September: Imane Hssini

Title: “Improvement of the logistics for the distribution of blood products through the joint optimization of inventory management and vehicle rounds”

Supervisors:

Prof. Nadine Meskens, UCLouvain

Prof Fouad Riane, Hassan I University (Morocco)

Jury members:

Prof. Ahmed Mousrij, Hassan I University (Morocco) (Chair)

Prof. El-Houssaine Aghezzaf, UGent

Prof. Abdelwahed Echchatbi, Hassan I University (Morocco)

Prof. Christine Di Martinelly, IESEG (France)

Prof. Per Agrell, UCLouvain

Prof. Ahmed Mousrij, Hassan I University (Morocco)

SUMMARY: with the evolution of surgical techniques and especially micro-invasive surgeries, demand for blood for surgical operations is reduced. However, the demand for blood does not diminish. This is due to the dramatic growth of patients requiring blood transfusions such as leukemic, oncological patients and those following anticoagulant treatments. It is therefore imperative to ensure the availability of blood products at any time and to distribute them at the right time with the right amount (not too much to avoid the obsolescence of products nor too little to prevent shortages), inappropriate storage conditions. These health constraints are added to other economic related to storage and distribution costs that are to be optimized. As part of our research project, we are interested in organizing the logistics of blood products distribution. We focus our attention on the supply chain, particularly in the storage and distribution of blood products. Indeed, we are interested in the joint optimization of these two activities. We treat this problem in the context of centralized inventory management, driven by the blood centers. We take inspiration from Vendor Managed Inventory (VMI) approaches where the supplier manages the inventory of his customers, deciding, with a commitment of service, quantities to be delivered to each customer. Also, in order to determine the contribution of optimization techniques borrowed from the industrial world for the resolution of public health problems, we allow the transfer of products between hospitals to ensure good rotation of the stocks and especially to satisfy the urgent requests. In order to deal with the problem that concerns us, we have developed several linear mathematical models considering the possibility of transfer and use of substitute products when needed. The models developed have been the subject of several experiments to validate them and to determine the impact of transfer

and substitution on the resolution of the problem. In order to address this problem, we have modeled it as a mixed linear program considering the possibility of transfer and use of substitute products when needed. We have also developed a heuristic approach to dealing with the complexity of solving large problems. Several experiments were carried out, the results of which made it possible to quantify the impact of the transfer and the substitution on the reduction of the shortage.

21 October: Paulami Mitra

Title: “Essays on the Process of Social Entrepreneurship at the Micro-level, Meso-level and Macro-level”

Supervisor:

Prof. Frank Janssen, UCLouvain

Jury members:

Prof. Julie Hermans, UCLouvain (Chair)

Prof. Janice Byrne, Ivey Business School (Canada)

Prof. Jill Kickul, Marshall School of Business, University of Southern California, (USA)

Prof. Sophie Bacq, Kelley School of Business, Indiana University, (USA)

SUMMARY: social entrepreneurship has considerably attracted the attention of scholars and different stakeholders such as educators, investors and government institutions. Social entrepreneurial ventures primarily pursue social and/or environmental objectives through commercial activities and by utilizing a wide range of resources. Over the last few years, there has been an abundance of theoretical, conceptual and empirical papers that have made social entrepreneurship navigate from a nascent stage of development to an area of rapid growth with a surge of research output. Despite this widespread and growing research attention, a substantial amount of knowledge gap revolves in our understanding of the process of social entrepreneurship. My PhD research contributes by shedding light on the multi-level nature of social entrepreneurship by examining how the social entrepreneurial process manifests at the micro-level, meso-level and macro-level. The four chapters of my dissertation draw on theory from the field of management to investigate the different dynamics of social entrepreneurship, through induction, deduction and abduction. The first chapter of my thesis draws data from the Global Entrepreneurship Monitor 2015 report and contributes by examining the external environmental factors that stimulate or impede social entrepreneurial activity at the macro-level (i.e. macro-level process). The second chapter of my thesis is a qualitative study that focuses on the structure of hybrid organizing (i.e. meso-level process). The current literature on hybrid organizing in social entrepreneurship highlights the different tensions, such as conflicting institutional logics, stakeholder value mismatch and mission-drift, evoked by this structure. In this chapter, my research investigation takes a contrary stance and explores two main advantages of hybrid organizing in social entrepreneurship. The third chapter of my thesis is a quantitative inquiry that primarily investigates crowdfunding (i.e. meso-level process) as a strategic alternative to the fundraising process for social entrepreneurial ventures. The fourth chapter of my thesis primarily explores the motivation of women social entrepreneurs (i.e. micro-level process), thus teasing out the reason why women, more often than men, are motivated to engage in social entrepreneurial processes. To conclude, the findings from the above studies not only generate a deeper theoretical understanding of this field, but also contributes by highlighting that social entrepreneurship is a unique and complex multi-level process that is rare yet constantly growing.





RESEARCH ACTIVITIES AND COLLABORATIONS

RESEARCH ACTIVITIES AND COLLABORATIONS

1. INVITED RESEARCH ACTIVITIES

Prof. Wayne Visser, Antwerp Management School, 11 January

Prof. Wayne Visser gave the [keynote speech](#) at the LouRIM Award Ceremony: “The Values Dividend: 7 Ways to Create Integrated Value for Business, the Economy and Society.”



Prof. Mario Pandelaere, Pamplin College of Business (Virginia, USA), 11-13 February

Invited by Karine Charry

Prof. Mario Pandelaere gave a [doctoral course](#) on “Experiments: Design, strategy, analyses” and a [research seminar](#) on “Ethics in Research” on 12 February.



Prof. Benny Rigaux-Bricmont, Université Laval (Canada), 15 February - 30 June

Invited by Ingrid Poncin and Chantal De Moerloose

Prof. Benny Rigaux-Bricmont came in visiting to develop his research on Digital Marketing. He also gave the [research seminar](#): “Can the benefits of nature walks for psychological well-being and cognitive ability be replicated in a purely virtual environment?” on 7 June.



Dr. Flore Bridoux, Associate Professor, University of Amsterdam (The Netherlands), 20-26 February

Invited by Guilhem Bascle

Dr. Flore Bridoux held the [research seminar](#): “How do stakeholders react to a firm’s orientation towards its stakeholders?” on 26 February.



Dr. Joseph Erba, Assistant Dean and Lecturer, and Ms Elizabeth Todd, Joseph M. Bryan School of Business and Economics (North Carolina, USA), 4-8 March

Invited by Frank Janssen

Dr. Joseph Erba and Ms Elizabeth Todd gave a course on International Entrepreneurship.



Dr. Louis Mulotte, Associate Professor, Tilburg University (The Netherlands), 5-6 March

Invited by Guilhem Bascle

Dr. Louis Mulotte gave a [doctoral course](#) on 5 March and a [research seminar](#) on 6 March.



Prof. Kathy Babiak, University of Michigan (USA), 28 March*Invited by Thierry Zintz*

Prof. Kathy Babiak gave the [conference](#): “La Responsabilité sociétale, dans et par le Sport”.

**Prof. Allègre Hadida, University of Cambridge (United Kingdom), 3 April***Invited by Guilhem Bascle*

Prof. Allègre Hadida gave the [research seminar](#): “Hollywood Studio Filmmaking in the Age of Netflix: A Tale of Two Institutional Logics?” and held face-to-face meetings with researchers.

**Dr. Panikos Georgallis, Assistant Professor, University of Amsterdam (The Netherlands), 8 May***Invited by Guilhem Bascle*

Dr. Panikos Georgallis gave the [research seminar](#): “Not all those who wander are lost: Jurisdiction shopping and foreign entry in policy”.

**Prof. Lovasoa Ramboarisata, Université du Québec à Montréal (Canada), 16 May***Invited by Valérie Swaen and Laurent Taskin*

Prof. Lovasoa Ramboarisata gave the [research seminar](#): “CSR Teaching”.

**Prof. Tom Meyvis, Stern School of Business, New York University (USA), 20-27 May***Invited by Nicolas Kervyn de Meerendré*

Prof. Tom Meyvis gave a [3-session-doctoral course](#) and the [research seminar](#): “Brand Managers vs Iconic Consumers, Who controls Brand Image? The Case of International Brands in Northern Mexico” on 20 May. He also held face-to-face meetings with researchers.

**Mr. Mahamat Zouberou, PhD student, Université de Bangui, Institut universitaire de Gestion des Entreprises (Central African Republic), 1 September - 21 November**

Mahamat Zouberou came for a 3 months research stay and gave an [informal research presentation](#) on “Partenariats ONG-entreprises pour la croissance de la firme centrafricaine : une étude multicas”.

**Prof. Eelko Huizingh, University of Groningen (The Netherlands), 10 October***Invited by Valérie Swaen*

Prof. Eelko Huizingh conducted the [workshop](#): “Design Academic Paper”.



Mr. Iman Zohoorian Nadali, PhD Candidate, University of Naples (Italy), 3 October - 9 December

Mr. Iman Zohoorian Nadali came for a 2 months research stay and gave an [informal research presentation](#) on entrepreneurship across cultures on 18 October.



Prof. Rodolphe Durand, HEC Paris, Society and Organizations Center - S&O (France), 24-25 October

Prof. Rodolphe Durand was LouRIM's nominee for the [Honorary Doctorate](#). He gave a conference on 24 October on "Sustainable Business & Capitalism" and a speech at the Ceremony on 25 October.



Prof. Carlos Alario, Universidad Carlos III de Madrid (Spain), 6-9 November

Prof. Carlos Alario came for a research visit and gave a first [research seminar](#) on "MOOCs as Drivers for Hybrid Learning Initiatives" on 6 November and a second and a second [research seminar](#) on 8 November, "Characterizing MOOC Learners through Interactions with Peers and Content".



Prof. Pierre-Yves Gomez, EM Lyon Business School (France), 13-14 November

Invited by Laurent Taskin

Prof. Pierre-Yves Gomez held the [«Louvain 4 Work» seminar](#): "Le travail et ses transformations : comprendre et agir à l'Université" on 13 November and presented his latest book "L'esprit malin du capitalisme" during his keynote speech at the LSM HR Day on 14 November.



Prof. Radu-Daniel Vatavu, University Stefan cel Mare of Suceava (Romania), 18-22 November

Invited by Jean Vanderdonckt

Prof. Radu-Daniel Vatavu gave a doctoral course and held the [conference](#) "Designing Interactions between Users, Devices, and Environments for New Genres of Computer-Supported Realities?" on 21 November.



Prof. Eleonora Pantano, University of Bristol (United Kingdom), 27 November

Invited by Ingrid Poncin

Prof. Eleonora Pantano gave the [research seminar](#) "Smart Retailing: Technology and Strategy".



Prof. Jannine Williams, QUT Business School (Australia), 9-13 December

Invited by Eline Jammaers

Prof. Jannine Williams gave the [doctoral workshop](#): "Building an international academic career: tips and tricks" on 12 December and the [research seminar](#): "Entrepreneurship by people with disabilities: avenues for future research" on 13 December.



2. INTERNAL RESEARCH SEMINARS

“Managers and entrepreneurs with disabilities: a research agenda”

[Research seminar](#) in Human Resource Management given by Prof. Eline Jammaers on 23 April.

LouRIM Informal Research Presentations Series

- [Research presentation](#) about a project in entrepreneurship given by Prof. Julie Hermans on 5 April.
- [Research presentation](#) in Entrepreneurship given by Roxane De Hoe on 26 April.
- [Research presentation](#) in Corporate Social Responsibility given by Corentin Hericher on 26 April.
- [Research presentation](#) about the experience of her research stay in Canada and its benefits given by Kamila Moulaï on 9 May.
- [Research presentation](#) about their experience of their research stays in the USA given by Laetitia Lambillotte and Nathanaël Betti on 27 June.
- [Research presentation](#) about sharing economy, customer experience management and service recovery given by Prof. Simon Hazée on 8 November.

3. RESEARCH STAYS ABROAD

Laetitia Lambillotte - USA

Research stay at D'Amore-McKim School of Business, Northeastern University, Massachusetts (USA), February until May 2019.

Nathanaël Betti - USA

Research stay at Bentley University, Massachusetts (USA), February until May 2019.

Géraldine Zeimers - Australia

Post-doctoral research stay at Deakin University, Melbourne (Australia), 1 July 2019 - 30 June 2020.

Frank Janssen - Canada

Speaker at Université d'été en entrepreneuriat, Université Laval, Québec (Canada) in June 2019: “La croissance de la firme : état des connaissances”.

Jean Vanderdonckt - Romania

Research stay in Romania, 28 October - 8 November:

- 28-31 October: visit to the Polytechnic University of Bucharest (Prof. S. Trausan-Matu) for an invited conference (Pen-based and Gesture interaction, scheduled for October 29, 2019), followed by a workshop as part of his course. This visit was also the opportunity to use their ReaderBench software to perform a systematic analysis of the literature in “gesture interaction” on a corpus of 216 articles.
- 3-6 November: visit to the University of Cluj-Napoca for collaboration on gesture interaction and to the TelePort company (Dimitri Fichet) for writing a European EuroStars-type project on designing ergonomic and aesthetic interfaces by computer vision.
- 7-8 November: invited conference at the INCAS aeronautical research center; “The 38th Caius Iacob Conference on Fluid Mechanics and its Technical Applications”. During this period, he also conducted an experiment in their 3D virtual reality room on the elicitation of gestures in the aeronautical field.

Marcel Gérard - Japan

Research stay as JSPS Fellow at Hitotsubashi University (Japan), 1 November - 15 December. He gave a series of lectures and talks in Japanese institutions around the keywords: global mobility, higher education finance, economics of education, highly skilled:

- 15 November: lecture on “Mobility and Financing of Higher Education” at Hitotsubashi University of Tokyo.
- 29 November-3 December: research workshop by the Research Institute of Higher Education at Hiroshima University on “Mobility and Funding in Higher Education”.
- 10 December: presentation at the open symposium in Hitotsubashi Hall in Metropolitan Tokyo, co-sponsored by the Mori Arinori Institute for Higher Education and Global Mobility of Hitotsubashi University: “Who is to Pay for Mobile Students? Changes in Higher Education Finance in an Age of Global Mobility”.
- 13 December: the School of Environment and Society at Tokyo Institute of Technology and Mori Arinori Institute for Higher Education and Global Mobility at Hitotsubashi University jointly organized JSPS International Fellowships Seminar in Tokyo Institute of Technology, where Prof. Gerard gave a lecture entitled “Students’ Mobility: Efficiency and Fairness when Brain Drain and Brain Gain are at Stake.”

4. ORGANIZED CONFERENCES

BERD 2019, Louvain-la-Neuve, 3 May

The Belgian Entrepreneurship Research Day (BERD) allowed Belgian academic researchers in entrepreneurship to interact and present their recent research.



PhD Day, Louvain-la-Neuve, 21 May

Almost 100 participants, about 20 professors and 20 visitors from the US attended the annual PhD Day organized by LouRIM in Louvain-la-Neuve. After the welcome speech by DSM President Prof. Manuel Kolp (LouRIM), 33 doctoral students presented their posters and 9 presented their research in front of an interested audience. Between poster presentations, the students participated in the discussion panel “Which career after my PhD?”, where 6 ex-PhD students shared their personal paths after their PhD.



IEEE 13th International Conference on Research Challenges in Information Science, Brussels, 29-31 May

RCIS has become a recognised conference on research challenges in information sciences. Organised for the 13th time in a row, RCIS 2019 was held in Brussels. It brought together scientists, researchers, engineers and practitioners from a wide range of information science fields and provided opportunities for knowledge



Workshop “Repenser l’accompagnement entrepreneurial”, Québec (Canada), 10-11 June

The 1st workshop, which took place in Mons in January 2018, focused on the structural dimensions of entrepreneurial support. This second edition, co-organised by Amélie Jacquemin, oriented the reflection on the implementation of support, in a vision of coherence and continuum.



Business & Society Seminar 2019, Amsterdam (The Netherlands), 19-21 June

The theme of the 9th edition of this seminar was “Corporate Social Responsibility, Grand Challenges and Sustainability: The Business of Society?!” Doctoral students, emerging scholars, as well as more experienced academics presented and discussed their research projects and received feedback in a stimulating, developmental and friendly atmosphere. They explored commonalities as well as differences in each other’s research approaches and themes in an inspiring, sociable, and convivial academic setting.



Honorary Doctorate, Louvain-la-Neuve, 24-25 October

Together with the LSM and LIDAM, our institute organized an honorary doctorate ceremony. The theme chosen was “put human values at the center of the enterprise”. All three awarded personalities are outstanding and influential in their respective domains, namely Edeltraud Hanappi on diversity and gender issues, Rodolphe Durand on strategy and CSR aspects and Raghuram Rajan in the field of finance and related ethical questions.



LSM HR Day, 14 November

About a hundred human resources managers met at the Cercle du Lac for a successful 15th edition of the LSM HR Day. On the agenda: The sharing of research results on the implementation of a culture of continuous and inclusive feedback and the “HR” issues raised by certain forms of diversity at work (disability and migrants). Eline Jammaers, Laurent Taskin and Charlotte Rodriguez Conde, as well as Laura Merla (ESPO/IACCHOS) presented their research. Keynote speaker Professor Pierre-Yves Gomez presented his latest book “L’esprit malin du capitalisme”.



5. PARTNERSHIPS

Kick-Off “Qualcor” - Network meeting, 6 March

This first meeting of the Qualcor network was organized by Eline Jammaers. The QUALCOR network is a new network aimed at supporting young researchers to develop their QUALitative, Critical, Organisation Research, by giving them a friendly platform to present their work-in-progress.



Workshop “Valider le modèle économique de votre PhD”, 14 May

In this workshop, Nathalie Guilmot (Engine) and Marine Falize (ICHEC), explained how to validate the economic model of the PhD, i.e. the principles according to which researchers create, deliver and capture value during their doctorate.



First “University in Transition” Day, 3 December

« University in Transition » Day is a transversal project in which Valérie Swaen is participating. Valérie Swaen is involved in several initiatives around sustainability and SDGs (Sustainable Development Goals), notably being one of the scientists behind the SDG 2018 Barometer whose goal is to chart the sustainability landscape at the national level. It is in this respect that she is developing, in collaboration with Philippe Baret (AGRO), a MOOC on natural resources and sustainable development, one of the leading projects of the University in transition.



TelePortHQ's visit, 4-6 December

From 4 to 6 December, two representatives of the company TelePortHQ, dedicated to the development of a platform to augment the design and development experience for user interfaces, came to work with Jean Vanderdonckt and Nicolas Burny on a R&D collaboration.



First LouRIM speed dating, 9 December

On 9 December, LouRIM organized its very first speed dating, an unique opportunity to meet, exchange around the various research themes and to discover synergies, for both professors and researchers.





SCIENTIFIC OUTREACH

SCIENTIFIC OUTREACH

1. AWARDS AND SUCCESS STORIES

LouRIM Research Excellence Award 2019

Régis Coeurderoy received the LouRIM Research Excellence Award at the annual LouRIM Award Ceremony on **11 January** for his article: *Heterogeneous social motives and interactions: The three predictable paths of capability development*, co-written by Flore Bridoux and Rodolphe Durand, published in Strategic Management Journal in 2017. LouRIM Award is granted every year to a member of the institute for an outstanding publication of the previous year.



Best Paper Award - HUCAPP 2019

Jean Vanderdonckt received the Best Paper Award for his article *Specification of a UX Process Reference Model towards the Strategic Planning of UX Activities*, co-written by Suzanne Kieffer, Luka Rukonic and Vincent Kervyn de Meerendré on the 3rd International Conference on Human Computer Interaction Theory and Applications (HUCAPP 2019) held in Prague on **25-27 February**.



Best Poster Presentation - DSM PhD Day 2019

Marine De Ridder was the winner of the Best Poster Presentation at the DSM PhD Day on **21 May**. Her poster was entitled: "The issues of the dialogue in the so-called liberated firms." She received a 200 € prize from Prof. Manuel Kolp, President of the Doctoral School of Management.



Best Tech Note Award - EICS 2019 Conference

Nathan Magrofuoco and **Jean Vanderdonckt**, together with Paolo Roselli, Jorge Luis Perez-Medina, and Radu-Daniel Vatavu received the Best Tech Note Award of the EICS 2019 Conference on **18-21 June** in Valencia, for their paper *GestMan, a Cloud System for Managing Stroke Gesture Sets*.



Recognition of Service Award - Association for Computer Machinery

Jean Vanderdonckt got the Recognition of Service Award from the Association for Computer Machinery, the world's largest educational and scientific computing society, for his excellent contribution to the EICS 2019 organisation on **18-21 June** in Valencia.



Best Paper Award - 25th International DMS Conference on Visualization and Visual Languages

Santiago Villarreal and **Jean Vanderdonckt** obtained the Best Paper Award of the 25th International DMS Conference on Visualization and Visual Languages on **8-9 July** in Lisbon for the article *CROSSIDE: A Cross-Surface Collaboration by Sketching Design Space* co-written by Jorge-Luis Perez-Medina, and published in the Proceedings of 25th International Conference on Visualization and Visual Languages.



Best Paper Award - 5th CSR Communication Conference

Valérie Swaen, together with François Maon and Kenneth De Roeck, received the Best Paper Award of the 5th CSR Communication Conference taking place on **18-20 September** in Stockholm for their paper *Co-constructing Corporate Social Responsibility: Towards a sense-making based dialogical and configurational approach*.



ACM ICMI'2019 Ten-Year Technical Impact Award Runner-ups - 21st ACM International Conference on Multimodal Interaction

Jean Vanderdonckt received the ACM ICMI'2019 Ten-Year Technical Impact Award Runner-ups at the 21st ACM International Conference on Multimodal Interaction from **14-18 October** in Suzhou (China) as co-author of the article *Fusion Engines for Multimodal Input: A Survey*. This award recognized the article that has achieved the best technical impact in the field of multimodal interfaces over the last decade.



Research Diffusion Grant - Loughborough University - CRIMT Partnership 2019

Kamila Moulai received the Research Diffusion Grant from Loughborough University-CRIMT Partnership 2019 for the paper *When Globalizing Actors Challenge the Norm* in which she investigates expatriates' discourse on the normative construction of their experience. She starts from the logic of current dichotomic approaches to challenge these by giving voice to workers themselves. In her empirical qualitative study, she specifically directs her attention on a key non-traditional category of mobile workers yet valuable in today's globalized context: the SIEs.



2. IN THE MEDIA

Thierry Zintz in *Le Soir* (5 February)

Faut-il revoir les avantages fiscaux et sociaux des footballeurs? - Réfléchir à un juste équilibre entre les choses

<https://lesoir.be/205026/article/2019-02-05/faut-il-revoir-les-avantages-fiscaux-et-sociaux-des-footballeurs>

Laurent Taskin on La Première (7 February)*Quand les travailleurs disparaissent derrière les chiffres et les tableaux Excel*https://www.rtb.be/info/economie/detail_quand-les-travailleurs-disparaissent-derriere-les-chiffres-et-les-tableaux-excel?id=10139255**Thierry Zintz in Le Soir (21 February)***Le breakdance peut-il être considéré comme une discipline olympique?*<https://lesoir.be/208263/article/2019-02-21/le-breakdance-peut-il-etre-considere-comme-une-discipline-olympique>**Géraldine Zeimers and Arthur Lefebvre in Le Soir (25 February)***Affaire Thiam: «Des pratiques professionnelles pour des dirigeants amateurs»*<https://lesoir.be/208873/article/2019-02-25/affaire-thiam-des-pratiques-professionnelles-pour-des-dirigeants-amateurs>**Laurent Taskin in Le Soir (1 April)***Comment la Wallonie a repensé le coworking*<https://lesoir.be/215833/article/2019-04-01/comment-la-wallonie-repense-le-coworking>**Thierry Zintz in 7sur7 (6 May)***Handicap, éducation, haut niveau, infrastructures: que proposent les partis pour le sport?*<https://www.7sur7.be/sport/handicap-education-haut-niveau-infrastructures-que-proposent-les-partis-pour-le-sport~ab1f6bb2/>**Isabelle Schuiling in Trends-Tendances (6 June)***L'art de trouver un nom qui fait mouche: pourquoi il ne faut pas bâcler l'étape du (re) naming*<https://trends.levif.be/economie/entreprises/l-art-de-trouver-un-nom-qui-fait-mouche-pourquoi-il-ne-faut-pas-bacler-l-etape-du-re-naming/article-normal-1149639.html>**Julie Hermans in L'Avenir (18 June)***E-commerce: un secteur en expansion*https://www.lavenir.net/cnt/dmf20190617_01348508/e-commerce-un-secteur-en-expansion**Régis Coeurderoy in The Conversation (24 June)***Mythes et réalités autour des entreprises mondialisées*<https://theconversation.com/mythes-et-realites-autour-des-entreprises-mondialisees-119207>**Laurent Taskin in L'Echo (24 June)***Comment le flex desk et le télétravail minent la santé des travailleurs*<https://www.lecho.be/dossiers/barometre-de-l-epuisement/comment-le-flex-desk-et-le-teletravail-minent-la-sante-des-travailleurs/10139374.html>**Jean Vanderdonckt in Le Soir (30 June)***Comment la chaleur met vos appareils électroniques à rude épreuve*<https://lesoir.be/233867/article/2019-06-30/comment-la-chaleur-met-vos-appareils-electroniques-rude-epreuve>**Thierry Zintz in 7sur7 (4 July)***Ces 7 chiffres fous du Tour de France: "C'est un événement unique au monde"*<https://www.7sur7.be/cyclisme/ces-7-chiffres-fous-du-tour-de-france-c-est-un-evenement-unique-au-monde~a0395d3d/>

Valérie Swaen and Pauline Munten in *L'Avenir* (14 August)

Les entreprises, toutes irresponsables ?

https://www.lavenir.net/cnt/dmf20190813_01367090/les-entreprises-toutes-irresponsables

Laurent Taskin in *L'Echo* (22 August)

Le vendredi, c'est télétravail

<https://www.lecho.be/economie-politique/belgique/economie/le-vendredi-c-est-teletravail/10155577.html>

Amélie Jacquemin in *Le Soir* (4 September)

Lancer une app pour mobile, la fausse bonne idée ?

<https://lesoir.be/280545/article/2019-09-04/lancer-une-app-pour-mobile-la-fausse-bonne-idee>

Julie Hermans in *La Libre* (7 October)

La fin de la traversée du désert: de l'invention à l'innovation

<https://www.lalibre.be/economie/decideurs-chroniqueurs/la-fin-de-la-traversee-du-desert-de-l-invention-a-l-innovation-5d982ce2d8ad5841fc48903a>

Laurent Taskin in *La Libre* (30 October)

Coconstruire le management humain

<https://www.lalibre.be/economie/entreprises-startup/coconstruire-le-management-humain-5db96fa4d8ad583887297de3>

Karine Charry in *Le Soir* (19 November)

Marketing: des marques en quête de « profit heureux »

<https://lesoir.be/261382/article/2019-11-19/marketing-des-marques-en-quete-de-profit-heureux>

Laurent Taskin in *L'Echo* (22 November)

Le middle management, pris entre le marteau de la direction et l'enclume de leurs employés

<https://www.lecho.be/dossiers/barometre-de-l-epuisement/le-middle-management-pris-entre-le-marteau-de-la-direction-et-l-enclume-de-leurs-employees/10184701.html>

Jean Vanderdonckt on “Tendances Première” - *La Première* (22 November)

L'immortalité numérique

https://www.rtbef.be/auvio/detail_tendances-premiere-le-dossier?id=2568838&jwsourc=cl

Ingrid Poncin in *La Libre* (3 December)

Vers un monde robot ?

<https://www.lalibre.be/economie/decideurs-chroniqueurs/vers-un-monde-robot-5ddfbcfb9978e272f93c22ff>

Gordy Pleyers in *La Dépêche* (12 December)

Bouteille, étiquette : les influences du packaging

<https://www.ladepeche.fr/2019/12/12/bouteille-etiquette-les-influences-du-packaging,8599252.php>

Isabelle Schuiling in *Le Vif/L'Express* (12 December)

Sur les dix sites d'e-commerce les plus fréquentés, aucun n'est belge

https://www.levif.be/actualite/belgique/sur-les-dix-sites-d-e-commerce-les-plus-frequentes-aucun-n-est-belge/article-normal-1227329.html?cookie_check=1576587294

Laurent Taskin in *Tijd* (21 December)

Knus op kantoor: geweldig, maar ook gevaarlijk

<https://www.tijd.be/dossier/krant/knus-op-kantoor-geweldig-maar-ook-gevaarlijk/10193290.html>

Thierry Zintz in *L'Avenir* (28 December)

Thierry Zintz, toujours au service du sport

https://www.lavenir.net/cnt/dmf20191227_01424974/thierry-zintz-toujours-au-service-du-sport

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