Acknowledgements

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

I would also like to thank Antoinette Le Maire’s team who is in charge of the development of DIAL (“Dépôt Institutionnel de l’Académie Louvain”). They have been very quick in answering our different questions and requests. Chapter 3 of this report and the different statistics about our research output would have been difficult to write without the DIAL system.

Finally, Sandrine Delhaye has to be thanked for her enormous contribution to this report. Contacting faculty members, gathering information, formatting the description of the different research projects,... represent a very demanding and time-consuming work. She did it with kindness, thoughtfulness and a broad smile.

Rudy De Winne
Director of Research
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Introduction

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

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

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

The Louvain School of Management publishes here its second annual research report built upon the activities from its four campuses. In 2008, our research teams published about XXX articles in top journals that are unanimously acknowledged on the international scene to be the best in their fields.

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

This report is structured along our five Centers of Excellence (i.e. Center for Supply Chain Management, Center for Studies in Asset Management, Center for Research in *Entrepreneurial Change and Innovative Strategies*, Center on Consumers, Markets and Society) and is organized as follows. Chapter 1 gives an overview of research organization at the Louvain School of Management and presents its centers of excellence. Chapter 2 describes, in a non technical way, the research projects in progress within the different centers. Chapter 3 provides a list of publications of the School for the calendar year 2008.
Chapter 1: Research organization at the Louvain School of Management
As a University-based Business School, research plays an essential role within the Louvain School of Management. LSM faculty aims at continuously developing knowledge, analysis and resolution methods to study management and organizational questions and problems. As academics, the process and output of these activities are cornerstones of our strategy.

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

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

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

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

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

A short description of the LSM Centers of Excellence is given hereafter.
**Center for Studies in Asset Management (CESAM)**

**Presentation**

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

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

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

<table>
<thead>
<tr>
<th>Full faculty</th>
<th>Scientific members</th>
<th>Associated members</th>
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<tr>
<td>Anouk Claes</td>
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<td>Nihat Aktas</td>
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<td>Charles Van Wymeersch</td>
<td>Olivier Vercruysse</td>
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<td></td>
<td>Fan Wu</td>
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</tbody>
</table>

**Top publications during 2004-2008**


Figures

![CESAM publications 2008 chart]

**Doctoral dissertations completed in 2008**


- **GNABO Jean-Yves** : *The economic desirability of transparency in foreign-exchange policy - insights from japan* – Namur – C. Lecourt

- **RUIZ Fernando** : *Concurrence et Convergence Fiscales* – Mons – M. Gérard and A. Trannoy

**Chairs and large partnerships**

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

- BNP Parisbas Fortis Chair in Risk Management (Liquidity, Volatility and Asset Valuation) (323,400 € ; supervised by Prof. Devolder & Prof. Petitjean)

- Fortis Insurance Chair in Risk Management (Pension Valuation and Solvency) (240,000€; supervised by Prof. Devolder & Prof. Petitjean).

- PricewaterhouseCoopers Partnership in Investment Fund Management (70,000 EUR ; supervised by Prof. Schwienbacher)
Center for Supply Chain Management (CESCM)

Presentation

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

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

- Empirical analysis, the economic and systemic modeling of inter-organizational relations and policy making processes
- The study and development of methodologies and techniques for the decision support systems at all hierarchical levels of the chain the study, modeling and optimization of systems of decentralized or distributed coordination.
### Members

<table>
<thead>
<tr>
<th>Full faculty</th>
<th>Scientific members</th>
<th>Associated members</th>
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<tbody>
<tr>
<td>Per Agrell</td>
<td>Fatiha Abbes-Orabi</td>
<td>Peter Bogetoft</td>
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<td>Philippe Chevalier</td>
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<td>Manuel Kolp (part-time, also</td>
<td>Jean-Philippe Cordier</td>
<td>Andreas Normman</td>
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<td>Thomas Crepin</td>
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<td>Yves Wautelet</td>
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<td>Ying Wei</td>
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</table>

**Top publications during 2004-2008**


**Figures**

![CESCM publications 2008](image)

**Doctoral dissertations completed in 2008**

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


**2.6. Partnership**

• CESCIM has a strong partnership with L’Oréal in supply chain management (330,000 EUR; holder: Prof. Semal).
**Center on Consumers, Markets and Society (CCMS)**

**Presentation**

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

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

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

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

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

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

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<tr>
<th>Full faculty members</th>
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<tr>
<td>Alain Decrop</td>
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<td>Jean-Marc Ziegler</td>
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**Top publications during 2004-2008**


**Figures**

![CCMS publications 2008](image)

**Doctoral dissertations completed in 2008**

- WILLART Sylvain: Prix, variété, et marques dans la gestion stratégique des assortiments. Analyse sur données de panel distributeur – Mons – A. Bultez and M. Dietsch

**Chairs and large partnerships**

The chairs associated with the CCMS are listed below:

- Belgacom Chair in Corporate Social Responsibility (340,000 EUR; holder: Prof. Swaen)
- Suez Partnership in Corporate Social Responsibility (90,000 EUR; holder: Jan Noterdaeme)
Center for Research in Entrepreneurial Change and Innovative Strategies (CRECIS)

**Presentation**

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

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

Its orientation follows two main guidelines:

1. CRECIS is a multidisciplinary research centre. Members are experts in the fields of management in all dimensions of strategic transformations (change, crisis, entrepreneurship, innovation, human resources).

2. CRECIS is an applied research centre. Activities are oriented towards a balanced mix of academic research and dialogue with the business community.
**Members**

<table>
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<tr>
<th>Full faculty</th>
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<tr>
<td>Paul Belleflamme</td>
<td>Sophie Bacq</td>
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</table>

**Top publications during 2004-2008**


**Figures**

![CRECIS publications 2008](image)

**Doctoral dissertation completed in 2008**

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

**Chairs and large partnerships**

The chairs associated with the CRECIS are listed below:

• Brederode Chair in Entrepreneurship (480,000 EUR; holder: Prof. Janssen)

• ING Chair in e-management (550,000 EUR; holder: Prof. Vas)
Pole of Research on Information and Services Management and Engineering (PRISME)

Presentation

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

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

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

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

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

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<tr>
<th>Full faculty</th>
<th>Scientific members</th>
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<tr>
<td>Annick Castiaux (part-time, also in CRECIS)</td>
<td>Youssef Achbany</td>
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<td>Marco Saerens</td>
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<td>Duy Tai Nguyen (part-time also in CESCM)</td>
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### Top publications during 2004-2008


**Figures**

![PRISME publications 2008](image)

**Doctoral dissertations completed in 2008**

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

✓ STANCIULESCU Adrian : *A methodology for developing multimodal user interfaces of information systems* – Louvain-la-Neuve – J. Vanderdonckt
Chapter 2: Research Projects at the Louvain School of Management
Center for Studies in Asset Management (CESAM)

www.lsm.be/cesam/

- Managing risk in financial intermediaries
- Financial Market Quality
- Investment and asset allocation strategies
- Venture capital and private equity
- Internal Auditing and Corporate Governance
- International finance
- Monetary union and interdependencies between the Member states: the Euro zone case
- Taxation of Corporate and Capital Income in Europe
- Economics and Management of Higher Education and Research
- Analysis of public policies intended to improve regional or country attractiveness for capital in a context of competition
Managing risk in financial intermediaries

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

Services & Consultancy
- Banks
- Investment companies
- Insurance companies
- Pension funds
- Indexing companies

Representative Publications


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

Partnerships & Scientific collaborations
- European Central Bank
- University of Antwerp
- University of Tübingen

KEY WORDS FOR R&D
Risk management
Risk attribution
Market risk
VaR
Liquidity risk
Credit risk
Credits spread correlation structure
Credit default swaps
Volatility
Implied volatility
Capital adequacy
Solvency

SENIOR SCIENTISTS

Senior scientists:
- Anouk CLAES
- Pierre GIOT
- Philippe GREGOIRE
- Isabelle PLATTEN
Anouk CLAES
claes@fusl.ac.be
Tel. 32 (0) 2 787 03 15

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

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

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

WEB SITE
www.lsm.be/cesam/
Financial Market Quality

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

Services & Consultancy
- Exchanges
- Banks
- Investment companies
- Insurance companies
- Pension companies
- Indexing companies

Representative Publications


Senior scientists:
- Rudy DE WINNE
- Catherine D’HONDT
- Pierre GIOT
- Christophe MAJOIS
- Mikael PETITJEAN


Awards

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

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Trading costs
Liquidity
Transparency
MiFID
Price discovery
Market efficiency
Hidden orders

SENIOR SCIENTISTS

Rudy DE WINNE
rudy.dewinne@fucam.ac.be
Tel. 32 (0)65 32 33 34

Catherine D’HONDT
catherine.dhondt@fucam.ac.be
Tel. 32 (0)65 32 33 39

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

Christophe MAJOIS
christophe.majois@fucam.ac.be
Tel. 32 (0)65 32 33 36

Mikael PETITJEAN
mikael.petitjean@fucam.ac.be
Tel. 32 (0)65 32 33 81

WEB SITE

www.lsm.be/cesam/
**Investment and asset allocation strategies**

**Research Field and Subjects**

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

**Services & Consultancy**

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

**Representative Publications**


**Awards**

*CIM Doctoral Research Fellowship, 2003-2006.*

**Partnerships & Scientific collaborations**

- European Central Bank
- McGill University
- ICMA Centre, Reading University
- PwC, Luxemburg
KEY WORDS FOR R&D

Allocation
Strategies
Alternative assets
Performance
Portfolio
Indexing
Investment

SENIOR SCIENTISTS

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

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

WEB SITE

www.lsm.be/cesam/
Venture capital and private equity

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

Services & Consultancy
- Union Wallonne des Entreprises
- Pricewaterhousecoopers Luxembourg

Representative Publications


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


KEY WORDS FOR R&D

Venture capital
Entrepreneurial finance
Investment funds
Private equity
Leveraged buyout

SENIOR SCIENTISTS

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

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

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

WEB SITE

www.ism.be/cesam/

Partnerships & Scientific collaborations

- University of Amsterdam Business School (The Netherlands)
- Schulich School of Business, York University (Canada)
- HEC Paris (France)
- National University of Singapore (Singapore)
- Union Wallonne des Entreprises
- PricewaterhouseCoopers Luxemburg
Internal Auditing and Corporate Governance

Research Field and Subjects

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

Services & Consultancy

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

Representative Publications


Ownership & Control, vol. 5, n° 3, pp. 75-85.


Awards

• Best paper price on the Bi-Annual Conference of the South-African Accounting Association, Johannesburg, 2008.

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Internal auditing
Corporate governance
Risk management
Internal control

SENIOR SCIENTIST

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

WEB SITES

www.lsm.be/cesam/
www.lsm.be/spip.php?article73
International finance

Research Field and Subjects

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

Services & Consultancy

- Central banks
- International Institutions

Representative Publications


Senior scientists:
- Christelle LECOURT
- Jean-Yves GNABO


Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Central bank intervention
Communication policy
Monetary policy
Sovereign Wealth Funds

SENIOR SCIENTISTS

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

Christelle LECOURT
Christelle.lecourt@fundp.ac.be
Tel. 32 (0)81 72 53 02

WEB SITE

www.lsm.be/cesa/
Monetary union and interdependencies between the Member states: the Euro zone case

Research Field and Subjects

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

Services & Consultancy

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

Representative Publications

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

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

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


KEY WORDS FOR R&D

- Euro zone
- Shocks
- Optimal currency area
- Monetary policy
- Fiscal policy

SENIOR SCIENTIST

Natacha GILSON
gilson@fucam.ac.be
Tel. 00 32 65 32 33 07

WEB SITES

www.lsm.be/cesam/
www.fucam.ac.be/research
www.fucam.ac.be/gilson
Taxation of Corporate and Capital Income in Europe

Senior scientist:
Marcel GERARD

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

Services & Consultancy
• Occasional consultancy for the EU Commission (Taxud) and the OCDE

Representative Publications


M. GERARD, “Reforming the Taxation of Multijurisdictional Enterprises in Europe”,

37


**KEY WORDS FOR R&D**

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

**SENIOR SCIENTIST**

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

**WEB SITE**

www.lsm.be/cesam/
Economics and Management of Higher Education and Research

Senior scientists:
- Marcel GERARD
- Natacha GILSON

Research Field and Subjects

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

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

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

Services & Consultancy

- Occasional consultancy for the European Investment Bank

Representative Publications


M. GERARD, “Financing Bologna: which country will pay for foreign students?”, in M. Dewatripont, F. Thys-Clément and L. Wilkin (eds), *Higher education in a globalized world : governance, competition*
and performance, Editions de l'Université de Bruxelles, 2008.


**KEY WORDS FOR R&D**

Higher Education  
Research  
Mobility  
European Union  
Contingent loans  
Bhagwati tax

**SENIOR SCIENTISTS**

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

Natacha GILSON  
Natacha.gilson@fucam.ac.be  
Tel. 32 (0) 65 32 33 07

**WEB SITE**

www.lsm.be/cesa
Analysis of public policies intended to improve regional or country attractiveness for capital in a context of competition

Research Field and Subjects

In the last years, the opening of markets and the development of technology continued to increase the mobility of companies and investments worldwide. In this context, the public policies intended to attract capital, which are taken without a careful analysis of the possible reactions of rival States, can become quickly ineffective and surpassed by the reality. Indeed, States (countries or regions) have a permanent choice between competition and negotiation (or cooperation) on various economic subjects. They have numerous instruments which they can implement to increase the visibility of their territory, as well as to attract mobile companies which look for new opportunities. We find in particular among those instruments the adaptations of fiscal systems and the limitations on the modalities of installation for foreign companies.

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

Representative Publications


Center for Supply Chain Management (CESCM)

www.ism.be/cescm/

- Supply Chain Management
- Optimization models in management
- Transport economics and network models
- Multi-Modal Transportation and Supply Chain Management
Supply Chain Management

Research Field and Subjects

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

Our research is, in particular, oriented towards:

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

Services & Consultancy

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

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

Representative Publications


Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D
Supply Chain Management
Operations management
Coordination
Production planning
Queueing models
Mixed integer programming

SENIOR SCIENTISTS

Per AGRELL
per.agrell@uclouvain.be
Tel. 32 (0) 10 47 83 65

Philippe CHEVALIER
philippe.chevalier@uclouvain.be
Tel. 32 (0) 10 47 83 96

Pierre SEMAL
pierre.semal@uclouvain.be
Tel. 32 (0) 10 47 83 66

Laurence WOLSEY
laurence.wolsey@uclouvain.be
Tel. 32 (0) 10 47 83 66

WEB SITES
www.lsm.be/cescm/
www.poms.ucl.ac.be/CESCM/index
www.core.ucl.ac.be
Optimization models in management

Senior scientists:
› Per AGRELL
› Philippe CHEVALIER
› François GLINEUR
› Laurence WOLSEY

Research Field and Subjects

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

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

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

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

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

Services & Consultancy

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

Representative Publications


Partnerships & Scientific collaborations

• Routing International
• N-Side
KEY WORDS FOR R&D

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

SENIOR SCIENTISTS

Per AGRELL
per.agrell@uclouvain.be
Tel. 32 (0) 10 47 83 65

Philippe CHEVALIER
philippe.chevalier@uclouvain.be

Tel. 32 (0) 10 47 83 96

François GLINEUR
francois.glineur@uclouvain.be
Tel. 32 (0) 10 47 81 64

Laurence WOLSEY
laurence.wolsey@uclouvain.be
Tel. 32 (0) 10 47 43 07

WEB SITES

www.lsm.be/cescm/
www.poms.ucl.ac.be/CESCM/index
www.core.ucl.ac.be
Transport economics and network models

Senior scientists:
- Michel BEUTHE
- Bart JOURQUIN
- Sabine LIMBOURG

Research Field and Subjects

The research Group "Transport & Mobility" (GTM) was created in 1990 in order to develop research in transport economics. The members of the research group participate in regular and occasional teaching programs in transportation economics. The main activities are oriented towards:

- Cost-Benefit and Multicriteria analysis for evaluation of transport infrastructures.
- Network analysis with the development of a Trans-European multimodal network software (Nodus) including four modes (rail, road and inland waterways and short-sea shipping) over all the European countries.
- Analysis of the relative importance and of the equivalent monetary value of the qualitative attributes of transports: reliability, flexibility, time, safety, and frequency.

Services & Consultancy

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

Representative Publications


**Partnerships & Scientific collaborations**

- BELSPO project LIMOBEL (2007-2010) with the Belgian Planning bureau and VITO, which aim is to help the government in its decision process related to transport, taking into account various government objectives.
- BELSPO project DSSITP (2007-2009) with the VUB and Uhasselt. The objectives of this project are to find ways to enhance the growth of intermodal barge and rail transport.
- BELSPO project ADICCT (2007-2010) with the UGhent, UA (Antwerp) and UCL. The objective of this project is to improve public and private decision-making and guide investments in employer-based commuter transport schemes.

**KEY WORDS FOR R&D**

Transport
 Networks
 Freight
 Intermodal
 Location
 Cost-benefit

**SENIOR SCIENTISTS**

Michel BEUTHE
[Michel.beuthe@fucam.ac.be](mailto:Michel.beuthe@fucam.ac.be)
Tel. 32 (0) 65 32 32 96

Bart JOURQUIN
[Bart.jourquin@fucam.ac.be](mailto:Bart.jourquin@fucam.ac.be)
Tel. 32 (0) 65 32 32 93

**WEB SITES**

[www.fucam.ac.be/gtm](http://www.fucam.ac.be/gtm)
Multi-Modal Transportation and Supply Chain Management

Research Field and Subjects

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

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

Representative Publications


Senior scientists:
- Xavier BRUSSET
- Yves WAUTELET
- Jean-Charles Lange
- Bart JOURQUIN
- Galina IASSINOVSKAIA
- Fabio USAI
- Alassane NDIAYE
- Charlemagne DANOH


Partnership & Scientific collaboration

TransLogisTIC Research Project

KEY WORDS FOR R&D

Multi-modal tracking
Information sharing
Collaboration
Algorithmic optimization

SENIOR SCIENTISTS

Xavier BRUSSET
xavier.brusset@uclouvain.be
Tel. 32 (0)10 47 83 63

Yves WAUTELET
yves.wautelet@uclouvain.be
Tel. 32 (0) 10 47 83 81

Jean-Charles Lange
jean-charles.lange@uclouvain.be
Tel. 32 (0)10 47 83 63

Bart JOURQUIN
bart.jourquin@fucam.ac.be
Tel. +32 (0)65 32.32.93

Galina IASSINOVSKAIA
iassinovskaia@fucam.ac.be
Tel. +32 (0)65 32.32.11
Fabio USAI
Fabio.usai@fucam.ac.be
Tel. +32 (0)65 32.32.11

Alassane NDIAYE
a.ndiaye@ulg.ac.be
Tel. 32 (0) 4 366 48 58

Charlemagne DANOH
c.danoh@ulg.ac.be
Tel. 32 (0)43 66 92 27

WEB SITES
WEB SITES
www.lsm.be/cescm/
www.uclouvain.be/en-cescm
www.translogistic.be
Center on Consumers, Markets and Society (CCMS)

www.lsm.be/ccms/

- The business case for Corporate Social Responsibility
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- The cultural experience: Consumer valuing processes for the performing arts
- Soccer fans: heavy symbols users
- Pricing issues in the cultural field
- Multilevel decision making
- Consumer's decision making and shopping behaviour
- Customers’ store loyalty
- Bidding Behavior in Online Auctions
- Adolescents and brands
- Measurement of affective reactions
- Integrated models of persuasive communication
- Perceived value and willingness to pay
- Looking for authenticity, nostalgia and social interactions when attending performing arts’ shows
- Focusing on disabled consumers from a marketing perspective
The business case for Corporate Social Responsibility

Research Field and Subjects

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

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

Representative Publications


**Partnerships & Scientific collaborations**

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

**KEY WORDS FOR R&D**

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

**SENIOR SCIENTIST**

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

**WEB SITES**

[www.mark.ucl.ac.be/](http://www.mark.ucl.ac.be/)
Analysis of the relationships between customers and brands

Research Field and Subjects

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

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

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

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

Representative Publications


Partnerships & Scientific collaborations

- IESEG School of Management
- University of Valencià

KEY WORDS FOR R&D

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

SENIOR SCIENTISTS

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

WEB SITES

www.lsm.be/ccms/
www.uclouvain.be/en-mark
The effect of CSR promotion campaigns during corporate crises

Senior scientist: Valérie Swaen

Research Field and Subjects

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

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

This research therefore evaluates the overall effect of CSR communication campaigns in the context of a CSR crisis. Different experiments among students as well as 'real' adult consumers examine whether promoting the company as socially responsible is likely to backfire when a CSR-related crisis occurs. The findings suggest that the negative impact of a CSR crisis is exacerbated, rather than attenuated, for companies promoting themselves as socially responsible. This effect is even stronger when the promotion has occurred through an independent source, and seems to occur regardless of the type of CSR that is at stake.


Representative Publications


V. Swaen, and J. Vanhamme. When "what you say" matters less than "where you say it": Influence of corporate social responsibility arguments and source of
information on consumers’ reactions and attitudes toward the company, 33rd European Marketing Academy Conference, Spain, 2004.


J. Vanhamme, and V. Swaen. Should I or should I not ... tell the customers? On the relevance of corporate social responsibility communications for companies, 32nd European Marketing Academy Conference, UK, 2003.


**Partnerships & Scientific collaborations**
- Catherine Janssen (PhD. candidate at LSM)
- Rotterdam School of Management
- IESEG School of Management
- GRLI
- EFMD

**KEY WORDS FOR R&D**
- Corporate social responsibility
- Communication
- Consumers
- Corporate crisis
- Trust
- Experimentation

**SENIOR SCIENTIST**

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

**WEB SITES**

www.lsm.be/ccms/
www.uclouvain.be/en-mark
Corporate Social Responsibility: Organizations’ practices, Stakeholders’ perceptions and Stakeholders’ involvement

Research Field and Subjects

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

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

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

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

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


F. Maon, V. Swaen, and A. Lindgreen. Highlighting change motors at play in organizational progress toward corporate social responsibility, Academy of Management: The Questions We Ask, California, USA, 2008.


Partnerships & Scientific collaborations

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

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

SENIOR SCIENTIST

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

WEB SITES

www.lsm.be/ccms/
www.uclouvain.be/en-mark
Dimensions and effects of consumer-based determinants of new product performance

Research Field and Subjects

The main objective of this research will be bringing a substantial contribution to a more consumer-focused approach of the study of new product performance. More specifically, product characteristics of innovations will be analyzed as perceived by the consumer that might drive consumers' adoption.

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

Services & Consultancy

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

Representative Publications

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

KEY WORDS FOR R&D

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

SENIOR SCIENTIST

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

WEB SITES

www.lsm.be/ccms/
www.uclouvain.be/en-mark
The strengths of brands in the global environment

Senior scientist:
- Isabelle SCHUILING

Research Field and Subjects

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

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

Representative Publications


Schuiling (2008), “Key challenges facing global Chinese brands in Europe “ IAG Louvain School of Management working paper.

Award

Awarded the « 2004 S. Tamer Cavusgil Award », for the best 2004 paper in the "Journal of International Marketing", by the American Marketing Association for the article: "Real differences between local and international brands”, Vol 12, Nº 4, with J.N. Kapferer.

Partnerships & Scientific collaborations

- Cooperation on Chinese brand research with ESADE (Prof. Ivana Casaburi).
KEY WORDS FOR R&D

Brands
Brand equity
Local brands
International brands
Chinese brands
Globalization
Localisation

SENIOR SCIENTIST

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

WEB SITES

www.lsm.be/ccms/
www.uclouvain.be/en-mark
Understanding the timing and magnitude of advertising spending patterns

Research Field and Subjects

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

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

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

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

Representative Publications


Partnerships & Scientific collaborations

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

Advertising
Competition
Timing
Tobit-II
Bayesian Inference

SENIOR SCIENTIST

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

WEB SITE

www.lsm.be/ccms/
Declining advertising effectiveness: myth or reality?

Research Field and Subjects

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

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

Representative Publications


Partnerships & Scientific collaborations

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

Advertising
Effectiveness
Internet
Media Fragmentation
Dynamic Linear Models
Bayesian Inference

SENIOR SCIENTIST

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

WEB SITE

www.lsm.be/ccms/
Children, Marketing and Obesity

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

Services & Consultancy
- PNNS
- FEVIA
- CRIOC

Representative Publications


Partnerships & Scientific collaborations
- Prof. Joël BREE (University of Caen and ESC Rouen) – Projet MARCO (Marketing, Children and Obesity), ANR (Agence Nationale pour la Recherche, France).
- Aarhus Business School (Denmark), research center « Children, Teenagers and Families as Consumers » of MAPP and of the « Marketing and Statistics » department.

KEY WORDS FOR R&D
- Social Marketing
- Children as consumers
- Obesity
- Negative affective reactions
- Advertising
- Persuasion

SENIOR SCIENTIST
Claude PECHEUX
pecheux@fucam.ac.be
Tel. 32 (0) 65 32 34 14

WEB SITE
www.lsm.be/ccms/
Research Field and Subjects

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

Services & Consultancy

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

Senior scientists:
- Claude PECHEUX
- Alain DECROP

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Culture
Children as consumers
Learning
New technologies
Immersion

SENIOR SCIENTISTS

Claude PECHEUX
pecheux@fucam.ac.be
Tel. 32 (0) 65 32 34 14

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

WEB SITE

www.lsm.be/ccms/
Decision making within groups of friends

Research Field and Subjects

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

Representative Publications


Key Words for R&D

Decision making
Group influences
Consumer behavior
Leisure
Qualitative research

Senior Scientists:

▸ Alain DECROP
▸ Claude PECHEUX


WEB SITES

www.lsm.be/ccms/
www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle
Perception and preference judgments

Research Field and Subjects

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

Representative Publications


Senior scientist:
Alain DECROP

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Judgments
Perception
Preferences
Consumer behavior
Tourism

SENIOR SCIENTIST

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

WEB SITES

www.lsm.be/ccms/
www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle
Vacation/tourism decision making

Senior scientist:
- Alain DECROP

Research Field and Subjects

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

Services & Consultancy

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

Representative Publications


Partnerships & Scientific collaborations

- Prof. Metin Kozak (Mugla University, Turkey)
- Prof. Dirk Snelders (Delft University of Technology, The Netherlands)
- Prof. Ken Hyde (AUT University, New Zealand)
KEY WORDS FOR R&D

Decision making
Consumer behavior
Tourism
Qualitative research
Choice sets
Decision strategies

SENIOR SCIENTIST

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

WEB SITES

www.lsm.be/ccms/
www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle
The cultural experience: Consumer valuing processes for the performing arts

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

Representative Publications


Senior scientists:
› Maud DERBAIX
› Alain DECROP
› Pietro ZIDDA


Partnerships & Scientific collaborations
• HEC Montréal (Chaire de gestion des arts)

KEY WORDS FOR R&D
Cultural services
Performing arts
Perceived value
Pricing
Consumer experiences

SENIOR SCIENTISTS
Maud DERBAIX
Maud.derbaix@fundp.ac.be
Tel. 32 (0) 81 72 48 88

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

Pietro ZIDDA
Pietro.zidda@fundp.ac.be
Tel. 32 (0) 81 72 48 83

WEB SITES
www.lsm.be/ccms/
www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle
Soccer fans: heavy symbols users

Research Field and Subjects

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

Representative Publications


Senior scientists:
- Alain DECROP
- Christian DERBAIX


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

KEY WORDS FOR R&D

Fanaticism
Interpretive research
Symbols
Pride
Identity
Consumption experience
Sport consumption

SENIOR SCIENTISTS

Alain DECROP
alain.decrop@fundp.ac.be
Tel. 32 (0) 81 724882

Christian DERBAIX
derbaix@fucam.ac.be
Tel. 32 (0) 65 323325

WEB SITES

www.lsm.be/ccms/
www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle
Pricing issues in the cultural field

Research Field and Subjects

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

Services & Consultancy

- Service Culture de la Ville de Namur
- Instima : Musées et Marketing ... ou comment élargir ses publics ? (colloque d’une journée à destination du monde académique et professionnel)

Representative Publications


Senior scientists:
- Alain DECROP
- Maud DERBAIX
- Pietro ZIDDA


Partnership & Scientific collaboration

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

KEY WORDS FOR R&D

Cultural services
Pricing
Museums
Rockonomics
Consumer experiences

SENIOR SCIENTISTS

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

Maud DERBAIX
Maud.derbaix@fundp.ac.be
Tel. 32 (0) 81 72 48 88

Pietro ZIDDA
Pietro.zidda@fundp.ac.be
Tel. 32 (0) 81 72 48 83

WEB SITES

www.lsm.be/ccms/
www.fundp.ac.be/facultes/eco/departements/gestion/recherchecentres/cercle
Multilevel decision making

Research Field and Subjects

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

Representative Publications


Partnership & Scientific collaboration

● Prof. Metin Kozak (Mugla University, Turkey).

KEY WORDS FOR R&D

Decision making
Consumer behavior
Tourism
Decision strategies
Decision goals
Multilevel analysis

SENIOR SCIENTIST

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

WEB SITE

www.lsm.be/ccms/
Consumer's decision making and shopping behaviour

Research Field and Subjects

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

Representative Publications


Senior scientists:
- Patricia NISOL
- Pietro ZIDDA
- Alain DECROP

Partnerships & Scientific collaborations

- Prof. Els Gijsbrechts (Tilburg University, The Netherlands)
- Prof. Katia Campo (KULeuven, Belgium)
- Prof. Sachin Gupta (The Johnson School, Cornell University, USA).
- Prof. Larry Lockshin (Erhenberg-Bass Institute for Marketing Science, University of South Australia, Adelaide).

KEY WORDS FOR R&D

Decision making
Store choice
Shopping behavior
Modelling
Retailing

SENIOR SCIENTISTS
Patricia NISOL
Patricia.nisol@fundp.ac.be
Tel. 32 (0) 81 72 49 02

Pietro ZIDDA
Pietro.zidda@fundp.ac.be
Tel. 32 (0) 81 72 48 83

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

WEB SITES
www.lsm.be/ccms/
www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle
Customers’ store loyalty

Research Field and Subjects

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

Services & Consultancy

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

Representative Publications

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


Senior scientist:
- Pietro ZIDDA


Partnerships & Scientific collaborations

- Prof. Nathalie Demoulin (IESEG School of Management, Lille)

KEY WORDS FOR R&D

Adoption/Diffusion process
Loyalty/loyalty cards
Store choice
Satisfaction
Retailing
Decision making

SENIOR SCIENTIST

Pietro ZIDDA
Pietro.zidda@fundp.ac.be
Tel. 32 (0) 81 72 48 83

WEB SITES

www.lsm.be/ccms/
www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/cercle
Bidding Behavior in Online Auctions

Research Field and Subjects

"The normative answer of how people should bid if everyone is rational is well developed and understood by economists. The descriptive answer of how people do bid is far less understood. We have to develop a general behavioral theory of auctions” claimed Gneezy in Management Science (2005). The focus of this research is in line with this assessment, and is related to bidding behavior of "amateur" bidders operating in an online marketplace and bidding for mass-market goods.

A first focus is given on the dynamic bidding process of online auctions, by studying the impact of signals sent by the seller during an auction on bidders’ behavior and on the final auction price. Interactivity between auctioneer and participants is studied through Bayesian inference models. A second focus is given on the behavior of “real” participants bidding against robots (automatic bidding) in online English auctions. Natural experiments are used in order to analyze the behaviors of these real bidders, given that the mix of real participants and robots makes English auctions a hybrid system where robots act as in Vickrey auctions. A third focus is given on the impact of auction rules (starting bid, reserve price) on bidding behavior and on the auction prices, through lab experiments.

Services & Consultancy

Online auction design and development of strategies that a seller (company) could use in order to maximize its revenue.

Representative Publications


Award

"Best PhD Thesis Award in Direct Marketing, Distance selling and E-Commerce" (Cube Européen des Grandes Ecoles et des Universités) (2008), with the support of ESC Lille (Lille School of Management) and the French Group La Poste.

Partnerships & Scientific collaborations

- Eric GREENLEAF, Professor of Marketing, Stern School of Business, New York University, USA.
- Patrick SCARMURE, Professor of Economics, Louvain School of Management and FUCaM, Belgium.
- Sha YANG, Professor of Marketing, Louvain School of Management and FUCaM, Stern School of Business, New York University, USA

KEY WORDS FOR R&D

- Online Auctions
- Bidders’ Behavior
- Messages
- Auction Price
- Auction rules
- Robots
- Bayesian inference

SENIOR SCIENTISTS

Caroline DUCARROZ
ducarroz@fucam.ac.be
Tel. 32 (0) 65 32 34 12

Patrick SCARMURE
scarmure@fucam.ac.be
Tel. 32 (0) 65 32 33 01

WEB SITE

www.lsm.be/ccms/
**Adolescents and brands**

**Research Field and Subjects**

This research project investigates the attitude of adolescents toward the brand as well as toward co-branding. Simultaneously we focus on enduring involvement of adolescents in categories of products and services. For attitude toward the brand and involvement, we work at developing two relevant measurement scales specially adapted to this young population. Surveys involving 1397 adolescents were conducted based on seven data collections for attitude toward the brand and five data collections for enduring involvement. The results are analyzed to produce two valid and reliable measurement scales which can be used to improve our understanding of the behavior of adolescents as consumers.

**Representative Publications**


**KEY WORDS FOR R&D**

Adolescents  
Enduring involvement  
Attitude toward the brand  
Co-branding

**SENIOR SCIENTIST**

Christian DERBAIX  
derbaix@fucam.ac.be  
Tel. 00 32 (0) 65 32 33 29

**WEB SITE**

www.lsm.be/ccms/
Measurement of affective reactions

Research Field and Subjects

This project is focused on the convergence of different verbal and non-verbal complementary tools designed to measure affective reactions elicited by marketing stimuli. Various investigation tools will be implemented: covert recording of subjects’ facial expression when exposed to commercials, iconic scales and verbal scales as well as EEG (electroencephalography). The predictive power of these measurements of independent variables (affective responses) will be assessed with respect to the subjects’ attitude toward the brands advertised and the intention to buy these brands. One of the goals of this research is also to substantiate or disprove the validity of current emotional verbal scales. In a second stage, we shall look for the cerebral metabolic activity (BOLD signal) that accompanies neural processing of consumers exposed to these commercials (using functional MRI, and possibly PET scan).

Representative Publications


Senior scientist:

Christian DERBAIX


Poncin, I. and Derbaix, C. (2004), Post exposure verbal measurement is not so bad: convergence and complementarity of three methods of affective reactions’ measurement, proceedings of the 33rd EMAC Conference, Murcia, Spain.

Partnerships & Scientific collaborations

- Prof. I. Poncin (ESC Lille)
- Prof. E. Droulers (Université de Bretagne Sud)
- Prof. B. Roulet (Université de Paris I - Sorbonne)

KEY WORDS FOR R&D

Affective reactions
Verbal measurement
Non verbal measurement
Facial expressions

SENIOR SCIENTIST

Christian DERBAIX
derbaix@fucam.ac.be
Tel. 00 32 (0) 65 32 33 29

WEB SITE

www.lsm.be/ccms/
Integrated models of persuasive communication

Senior scientist:
Christian DERBAIX

Research Field and Subjects
An integrated model of persuasive communication (LISA Q) is first described. This model is based on the assumption that different pathways are possible in order to influence the consumer: the Logic or cognitive way, the Interpersonal and/or Imitation way, a way based on Sentiments and Emotions and a way triggered off by Automatisms. These ways can be simultaneous and interconnected. Then, two experiments are implemented in order to test that ads “opening” more pathways or “doors” have a greater impact in terms of attitude toward the ad, attitude toward the brand and purchase intention. Moreover this research demonstrates the interactions taking place between the different pathways of LISA Q.

Representative Publications


Partnerships & Scientific collaborations
- Prof. P. Grégory (Université Paris II – Panthéon Assas)
- Prof. A. Steyer (Université de Reims)

KEY WORDS FOR R&D
Persuasive communication
Interactions
Attitude toward the ad
Attitude toward the brand

SENIOR SCIENTIST
Christian DERBAIX
derbaix@fucam.ac.be
Tel. 00 32 (0) 65 32 33 29

WEB SITE
www.lsm.be/ccms/
**Perceived value and willingness to pay**

**Research Field and Subjects**

This research is focused on the perceived content of the experience, perception of free admission and willingness-to-pay in the context of sporting events. These concepts and their relationships are empirically investigated for matches involving the Belgian basketball team. Managerial implications (concerning price policy and determinants of satisfaction) and external validity issues are underlined.

**Representative Publications**

Derbaix, C., M. Derbaix, E. Leheut et G. Syenmans, Gratuité, valeur perçue et consentement à payer: le cas des spectacles sportifs (soumis pour publication à Decisions Making).

**Senior scientist:**
- Christian DERBAIX

**Partnerships & Scientific collaborations**

- Belgian Basketball Association
- Prof. M. Derbaix (Bordeaux School of Management)

**KEY WORDS FOR R&D**

- Free admission
- Perceived value
- Willingness to pay
- Sporting events

**SENIOR SCIENTIST**

Christian DERBAIX
derbaix@fucam.ac.be
Tel. 00 32 (0) 65 32 33 29

**WEB SITE**

www.lsm.be/ccms/
Looking for authenticity, nostalgia and social interactions when attending performing arts’ shows

**Research Field and Subjects**

When attending performing arts’ shows participants are often looking for social interactions, authenticity and nostalgia. This research attempts to pinpoint the respective explanatory power of these 3 constructs as well as the one of perceived experiential value with respect to satisfaction and intention to attend again these shows. Data are collected and analyzed in the case of the (successful) come back of 60’, 70’ or even 80’ pop idols.

**Representative Publications**


**Senior scientist :**
- Christian DERBAIX

**Partnerships & Scientific collaborations**
- Prof. M. Derbaix (IESEG School of Management, Lille)

**KEY WORDS FOR R&D**

*Authenticity*
*Nostalgia*
*Social interactions*
*Perceived value*

**SENIOR SCIENTIST**

Christian DERBAIX
derbaix@fucam.ac.be
Tel. 00 32 (0) 65 32 33 29

**WEB SITE**

www.lsm.be/ccms/
**Focusing on disabled consumers from a marketing perspective**

**Senior scientist:**
- Christian DERBAIX

**Research Field and Subjects**
This research investigates the main problems of consumers in wheelchair in contemporary consumption situations. During three years an interpretative approach has been implemented with disabled consumers, producers and retailers as informants. Key problems are underlined and possible solutions are proposed.

**Partnerships & Scientific collaborations**
- Agnes Lemoine, Vice-President AWIPH and President ALTEO

**SENIOR SCIENTIST**
Christian DERBAIX
derbaix@fucam.ac.be
Tel. 00 32 (0) 65 32 33 29

**WEB SITE**
www.lsm.be/ccms/
Center for Research in Entrepreneurial Change and Innovative Strategies (CRECIS)

www.lsm.be/crecis/

- Innovative strategies and intellectual property rights management
- Entrepreneurship
- Managing organizational innovation and change processes
- Social dialogue and collective bargaining
- Comparative industrial relations
- Corporate governance in SMEs
- Organizational change within healthcare organizations
- Exploring semantic fields
- Change in organization: evolution, resilience and robustness
- Coordination in emergency situations: Structures – Interactions - Sensemaking
- Archetypic systemic in organization: psychogenesis of organizational culture
- Management of Sport Organizations
- Economics of intellectual property rights
- Critical Management Studies
- Managing new forms of work organization
- Knowledge Transfer Management
Innovative strategies and intellectual property rights management

Research Field and Subjects

In a knowledge-based economy, innovative companies create competitive advantages from intellectual assets. If these are powerful sources of market leadership, they also raise specific managerial issues concerning their property rights: issues of valuation, issues of appropriation and issues of implementation. IPRs issues are no more limited to the office of lawyers but are a concern for the management of the company on a whole. We precisely address the governance of property rights in strategic alliances and other forms of cooperation. So far, we have focused our attention on technology licensing agreements and on technology transfers. We also explore the dynamics of IPRs management in large-scale organizational networks.

Services & Consultancy

Consultancy in technology transfers and network diffusion

Representative Publications


Senior scientist:
Régis COEURDEROY


Partnership & Scientific collaboration

- Economix
- Paris Nanterre

KEY WORDS FOR R&D

Property rights
Licensing
Networks

SENIOR SCIENTIST

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

WEB SITE

www.lsm.be/crecis/
Entrepreneurship

Research Field and Subjects

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

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

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

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

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

Services & Consultancy

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

Senior scientists:
- Régis COEURDEROY
- Benoît GAILLY
- Frank JANSSEN

Representative Publications


Partnership & Scientific collaboration

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

KEY WORDS FOR R&D

Entrepreneurship  
Growth  
Education  
Support systems  
Social entrepreneurship  
Entry modes

SENIOR SCIENTISTS

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

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

Frank JANSSEN  
frank.janssen@uclouvain.be  
Tel. 32 (0) 10 47 84 28
Managing organizational innovation and change processes

Research Field and Subjects

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

Services & Consultancy

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

Representative Publications


Senior scientists:
¬ Régis COEURDEROY
¬ Alain VAS


Awards


Partnerships & Scientific collaborations

- HEC Montréal, CETO
- ERASMUS UNIVERSITY, Strategic Renewal Center, Rotterdam

KEY WORDS FOR R&D

Organisational innovation
Change
Process

SENIOR SCIENTISTS

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

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

WEB SITE

www.lsm.be/crecis/
Social dialogue and collective bargaining

Research Field and Subjects

Researchers in law, economics and industrial relations join their efforts to conduct multi-disciplinary projects on social dialogue and collective bargaining. Current issues cover the developments in the Belgian system of industrial relations, industrial relations and social security, economic and social change and collective bargaining, new forms of governance and industrial relations, European integration and national industrial relations.

Services & Consultancy

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

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

Representative Publications


Partnerships & Scientific collaborations

- Numerous collaborations in joint projects with other European universities, such as
• University of Warwick
• Università degli Studi di Firenze
• University College Dublin
• Universiteit van Amsterdam
• Universités à Amsterdam, Nantes, etc.
• Université Paris 1
• Sciences-Po Paris
- In Belgium, partnerships with
  • Fondation Travail Université CERISIS
  • Observatoire social européen FUSL
  • KUL
  • ETOS.be

Research financed by federal scientific policy, devoted to the Europeanization of social tools for the conduct of social policy.

**KEY WORDS FOR R&D**

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

**SENIOR SCIENTISTS**

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

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

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

**WEB SITES**

www.lsm.be/crecis/
www.uclouvain.be/opes
www.uclouvain.be/trav
**Comparative industrial relations**

**Research Field and Subjects**

The Institut des Sciences du Travail (IST) has developed an expertise in comparative industrial relations in Europe, in the context of the European integration, and specifically of the development of the European social dialogue. European integration impacts the national systems of industrial relations and creates increased inter-dependency between national institutions. The research projects, conducted in the field, analyse and compare the developments in collective bargaining structures and processes, mainly at cross-industry and at sector level, in the member states of the European Community. They also analyse developments at the European level. The expertise includes adapted methodology to collect empirical data that are comparable across the countries.

**Services & Consultancy**

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

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

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

**Representative Publications**

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


**Partnerships & Scientific collaborations**

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

Social dialogue
Industrial relations
Comparative research

SENIOR SCIENTIST

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

WEB SITES

www.lsm.be/crecis/
www.uclouvain.be/trav/
Corporate governance in SMEs

Senior scientist:
Frank JANSSEN

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

Services & Consultancy
Conferences and consulting missions for SMEs and public organizations.

Representative Publications

Partnership & Scientific collaboration
Partnership with UQTR (Canada)

KEY WORDS FOR R&D
Corporate growth
SMEs

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

WEB SITES
www.lsm.be/crecis/
www.crecis.be
Organizational change within healthcare organizations

Research Field and Subjects

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

Services & Consultancy

Strategy (business and corporate)
Change Management

Representative Publications


Senior scientists:
- Alain Vas
- William D’HOORE

Partnerships & Scientific collaborations

- Ecole de Santé Publique, UCL Woluwé
- HEC Montréal, CETO
- Solimit, Mutualité Chrétienne
- Centre d’Études en Transformation des Organisations, HEC Montréal

KEY WORDS FOR R&D

Clinical pathways
Organisational change
Hospitals
Qualitative approach
Leadership

SENIOR SCIENTISTS

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

William D’HOORE
William.dhoore@uclouvain.be
Tel. 32 (0) 27 64 39 56

WEB SITES

www.lsm.be/crecis/
www.crecis.be
Exploring semantic fields

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

Representative Publications

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


KEY WORDS FOR R&D
Cognitive mapping
Semantic mapping
Crisis & emergency management
Organisation structures

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

Anne WALLEMACQ
anne.wallemacq@fundp.ac.be

Nathanael LAURENT
nathanael.laurent@fundp.ac.be

WEB SITES
www.lsm.be/crecis/
www.fundp.ac.be/facultes/eco/departements/gestion/recherche.centres/reccom/page_view/presentation
Change in organization: evolution, resilience and robustness

Senior scientists:
- Jean-Marie JACQUES
- Nathanael LAURENT
- Maryline SPECHT

Research Field and Subjects

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

Representative Publications


Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Change management
Resilience
Robustness
Organisation structures
Resilience thinking

SENIOR SCIENTISTS

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

Nathanael LAURENT
nathanael.laurent@fundp.ac.be

Maryline SPECHT
maryline.specht@univ-paris5.fr

WEB SITES

www.lsm.be/crecis/
www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/recccom/page_view/presentation
Coordination in emergency situations: Structures – Interactions - Sensemaking

Senior scientist:
Jean-Marie JACQUES

Research Field and Subjects

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

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

Services & Consultancy

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

Representative Publications


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


**Partnerships & Scientific collaborations**

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

**KEY WORDS FOR R&D**

Crisis & emergency management
Organisation structures
Coordination
Observation methods
Cognition

**SENIOR SCIENTIST**

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

**WEB SITES**

www.lsm.be/crecis/
www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/recccom/page_view/presentation
Research Field and Subjects

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

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

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

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

Services & Consultancy

- Action-Research in Belgian public institutions

Representative Publications


Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Analytical Psychology
Psychoanalysis
Organizational Culture

SENIOR SCIENTIST

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

WEB SITES

www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/reccom/page_view/presentation
www.lsm.be/crecis/
Management of Sport Organizations

Research Field and Subjects

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

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

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

Services & Consultancy

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

Representative Publications


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


Partnerships & Scientific collaborations

- EURAM (European Academy of Management) – Track dedicated to the management op sport organizations
- EASM (European Association of Sport Management)
- International Olympic Committee (IOC) and several National Olympic Committees (NOC’s)
- MEMOS Program (Executive Master in Sports Organizations Management)
- EOSE (European Observatory on Sport and Employment)
- TAIEX (Technical Assistance and Information Exchange is an instrument of the Directorate-General Enlargement of the European Commission)
- European Union Research programs:
  - “Study on Sport Agents in the European Union (Public Contract No DG EAC/13/08),
  - “Professionalizing training and mobility for Outdoor animators in Europe bridging the gap between sector Competences and Learning Outcomes” (Public Contract Leonardo da Vinci N° UK/08/LLP-LdV/TOI/163_178.),

KEY WORDS FOR R&D

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

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

WEB SITES

www.lsm.be/crecis/
www.uclouvain.be/chaire-olympique
Economics of intellectual property rights

Research Field and Subjects

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

Services & Consultancy

Management of intellectual property
Innovation strategies

Representative Publications


Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Intellectual Property
Innovation
Piracy
Information goods

SENIOR SCIENTIST

Paul BELLEFLAMME
Paul.Belleflamme@uclouvain.be
Tel. 32 (0)10 478291

WEB SITES

www.lsm.be/crecis/
www.core.ucl.ac.be/~belleflamme/
Critical Management Studies

Senior scientists:
- Laurent TASKIN
- Evelyne LEONARD
- Matthieu de NANTEUIL-MIRIBEL
- Armand SPINEUX

Research Field and Subjects

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

Services & Consultancy

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

Representative Publications

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


Partnerships & Scientific collaborations

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

Critical Management Studies
Organization
Human Resource Management
Control
Power

SENIOR SCIENTISTS

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

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

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

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

WEB SITES
www.lsm.be/crecis/
Managing new forms of work organization

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

- A human resource dimension exploring the management of NFWO and remote employees, namely by focusing on control issues;
- A strategic dimension exploring how NFWO challenge knowledge transfer.

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

Representative Publications


L. TASKIN and F. BRIDOUX. "Telework: Challenge to knowledge creation and transfer in a knowledge- and technology-based century". Academy of Management Annual Meeting, Honolulu (Hawaii), August 5-10, 2005

V. DEVOS and L. TASKIN. "Gestion par les compétences et nouvelles formes d'organisation du temps et de l'espace". *Revue Française de Gestion*, 31(156), 93-104, 2005


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

KEY WORDS FOR R&D

*Human Resource Management  Control  ICT  Organisation  Teleworking*

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

WEB SITE
www.lsm.be/crecis/
**Knowledge Transfer Management**

**Research Field and Subjects**

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

**Services & Consultancy**

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

**Representative Publications**


**Senior scientist:**
- Evelyne LEONARD
- Laurent TASKIN

**Partnerships & Scientific collaborations**

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

**KEY WORDS FOR R&D**

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

**SENIOR SCIENTISTS**

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

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

**WEB SITES**

www.lsm.be/crecis/
Pole of Research on Information and Services Management and Engineering (PRISME)

www.lsm.be/prisme/

- Conceptual modeling of user interfaces to workflow information systems
- Business process modeling and user interfaces design
- ErgoFace: user interface development life cycle with usability engineering
- VITALITY: Voronoi digital imaging techniques for medically assisted fertilization
- Business Modeling
- E-Business and Web Applications
- Information Management
- Strategic alignment between information technologies and business objectives
- Knowledge transfer in participative and collaborative innovation
- ICT tools for collaborative innovation: impact on tacit and explicit knowledge building
- System dynamics modelling of knowledge building and innovation
- URBAN: ICT uses in SMEs from the region around Sambreville
- TEXBIAG: Decision-making tools to support the development of bioenergy from agriculture
- PONDSCAPE: Towards a sustainable management of pond diversity at the landscape level
- Collaborative Recommendation
- Data mining and machine learning
- Graph mining and link analysis
- Multi-Agent Systems Architectures
- Software Project and Change Management
- Agent-Oriented Software Engineering
- Requirements Engineering
- Service-Oriented Information Systems
- Grammatical Inference and Markov Modeling
Conceptual modeling of user interfaces to workflow information systems

Senior scientists:
- Juan GONZALEZ CALLEROS
- Josefina GUERRERO GARCIA
- Christophe LEMAIGRE
- Jean VANDERDONCKT

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

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

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

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

Representative Publications


**Awards and funding**

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

**Partnerships & Scientific collaborations**

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

**KEY WORDS FOR R&D**

*Workflow*
*Information systems*
*Model-driven engineering*
*User interface development*

**SENIOR SCIENTISTS**

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

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

Christophe LEMAIGRE
[christophe.lemaigre@uclouvain.be](mailto:christophe.lemaigre@uclouvain.be)

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

**WEB SITES**

[www.isys.ucl.ac.be/bchi](http://www.isys.ucl.ac.be/bchi)
[www.usixml.org](http://www.usixml.org)
[www.similar.cc](http://www.similar.cc)
Research Field and Subjects

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

Services & Consultancy

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

Representative Publications


Partnerships & Scientific collaborations

- Belgacom
- Fortis Insurance Belgium
- Namahn

KEY WORDS FOR R&D

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

SENIOR SCIENTISTS

Hildeberto MENDONÇA
hildeberto.mendonca@uclouvain.be

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

WEB SITES

www.lsm.be/prisme/
www.uclouvain.be/sites/isys/bchi
www.isys.ucl.ac.be/bchi/members/kso/index
www.isys.ucl.ac.be/bchi/
ErgoFace: user interface development life cycle with usability engineering

Senior scientists:
- Adrien COYETTE
- Didier DULAIT (responsible for ErgoFace)
- Juan Manuel GONZALEZ CALLEROS
- Josefina GUERRERO GARCÍA
- Christophe LEMAIGRE
- Francisco Javier MARTÍNEZ RUIZ
- Efrem MBAKI
- Hildeberto MENDONÇA
- Jérémy MELCHIOR
- Bert SCHIETTECATTE
- Kênia SOUSA
- Jean VANDERDONCKT

Consortium for entering its academic initiative.

Research Field and Subjects

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

USIXML

Each context and each type of interface (Internet, pocket-pc, mobile phone) has its own language. It’s why the laboratory has created a language, USIXML, in order to standardize the interfaces development. With USIXML, one single conception of the interface is traduced into different existing languages for multiple purposes. The UsiXML language was submitted for a standardization action plan in the context of the Similar network of excellence and of the Open Interface European project. For this purpose, the Université catholique de Louvain has been accepted by W3 Consortium for entering its academic initiative.

The software continuation

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

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

Services and Consultancy

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

- Défimédia
- Key-Performance
- AnySurfer

KEY WORDS FOR R&D

Ergoface
Interface
Ergonomy
USIXML
DESTINE
Usability

SENIOR SCIENTISTS

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

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

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

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

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

Efrem MBAKI
Efrem.Mbaki@orfival.be

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

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

Bert SCHIETTECATTE
schiettecatte@isys.ucl.ac.be

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

WEB SITES

www.lsm.be/prisme/
www.ergoface.be
www.usixml.org
www.isys.ucl.ac.be/bchi
**VITALITY: Voronoï digital imaging techniques for medically assisted fertilization**

**Senior scientists:**
- Adrien COYETTE
- Laurent GOUTIÈRE
- Sandra Soares FRAZAO
- Benoit SPINEWINE
- Jean VANDERDONCKT
- Yves ZECH

**Research Field and Subjects**

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

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

**Services & Consultancy**

As stated earlier, the major domain of application is the medically assisted procreation for both humans and animals. Indeed, veterinarians are also frequently using this kind of techniques. Furthermore, we are also exploring other domains of applications of the Voronoï digital imaging techniques. So far, several opportunities were identified in the medical domain, in the biological domain but also in the industrial domain.

**Partnerships & Scientific collaborations**

- CHR Namur
- WOW Company

**KEY WORDS FOR R&D**

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

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

Laurent GOUTIERE
laurent.goutiere@uclouvain.be
Tel. 32 (0) 10 47 21 23

Sandra SOARES FRAZAO
Sandra.Soares-Frazao@uclouvain.be
Tel. 32 (0) 10 47 21 21

Benoit SPINEWINE
benoit.spinewine@uclouvain.be
Tel. 32 (0) 10 47 21 23

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

Yves ZECH
Yves.zech@uclouvain.be
Tel. 32 (0) 10 47 21 21

WEB SITE

www.lsm.be/prisme/
Business Modeling

Research Field and Subjects

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

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

Senior scientists:
- Manuel KOLP
- Stéphane FAULKNER
- Yves WAUTELET

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

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

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

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

Representative References


Field of Research

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

Partnerships

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

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

SENIOR SCIENTISTS

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

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

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

WEB SITES

www.lsm.be/prisme/
www.isys.ucl.ac.be/
www.isys.ucl.ac.be/skwyrl
www.isys.ucl.ac.be/descartes
Research Field and Subjects

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

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

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

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

Using email and private websites as a method for dispensing internal memos and white sheets is another use of the Internet by e-business. Rather than producing time-intensive and costly physical copies for each employee, a central server or email list can serve as an efficient method for distributing necessary information.

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

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

**Representative References**


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


**Field of Research**

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

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

KEY WORDS FOR R&D

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

SENIOR SCIENTISTS

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

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

Tai NGUYEN
Tai.Nguyen@uclouvain.be
Tel. 32 (0) 10 47 83 91

WEB SITES

www.lsm.be/prisme/
www.isys.ucl.ac.be/
http://yeroos.isys.ucl.ac.be
www.isys.ucl.ac.be/skwyrl
Information Management

Research Field and Subjects

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

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

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

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

One cause of this mismatch is that Information design has traditionally been inspired and driven by the programming paradigm of the day. This means that the concepts, methods and tools used during all phases of development were based on those offered by the pre-eminent programming paradigm.

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

Products and Services

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

**Representative References**


**Field of Research**

Information systems and data bases

**Partnerships**

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

**KEY WORDS FOR R&D**

*Information Models*
*Requirements Engineering*
*Database Design*
*Information Integration*
*Conceptual Modeling*

**SENIOR SCIENTISTS**

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

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

**WEB SITES**

www.lsm.be/prisme/  
www.isys.ucl.ac.be  
http://yroos.isys.ucl.ac.be
**Strategic alignment between information technologies and business objectives**

**Senior scientists:**
- Annick CASTIAUX
- Michaël PETIT
- Anne ROUSSEAU

**Research Field and Subjects**

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

**Representative Publications**


S. BAÏNA, P.-Y. ANSIAS, M. PETIT, A. CASTIAUX. *Strategic Business/IT*


**Partnerships & Scientific collaborations**

PRECISE Research Center, FUNDP
CRP Henri Tudor, Luxembourg

**KEY WORDS FOR R&D**

*Business-IT alignment*

*Technological decision-making*

**SENIOR SCIENTIST**

Annick CASTIAUX
annick.castiaux@fundp.ac.be
Tel. 32 (0) 81 72 48 80

**WEB SITE**

www.lsm.be/prisme/
Knowledge transfer in participative and collaborative innovation

Research Field and Subjects

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

Representative Publications


KEY WORDS FOR R&D

Collaboration
Participation
Innovation
Knowledge transfer

SENIOR SCIENTIST

Annick CASTIAUX
annick.castiaux@fundp.ac.be
Tel. 32 (0) 81 72 48 80

WEB SITE

www.lsm.be/prisme/
ICT tools for collaborative innovation: impact on tacit and explicit knowledge building

Research Field and Subjects

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

Representative Publications


Senior scientist:

Annick CASTIAUX


Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Collaboration
Innovation
Knowledge transfer
Web 2.0, ICTs

SENIOR SCIENTIST

Annick CASTIAUX
annick.castiaux@fundp.ac.be
Tel. 32 (0) 81 72 48 80

WEB SITE

www.lsm.be/prisme/
System dynamics modelling of knowledge building and innovation

Senior scientist:
Annick CASTIAUX

Research Field and Subjects

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

Representative Publications


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

Award

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

KEY WORDS FOR R&D

System dynamics
Knowledge management
Innovation

SENIOR SCIENTIST

Annick CASTIAUX
annick.castiaux@fundp.ac.be
Tel. 32 (0) 81 72 48 80

WEB SITE

www.lsm.be/prisme/
**URBAN: ICT uses in SMEs from the region around Sambreville**

**Senior scientists:**
- Annick CASTIAUX
- Claire LOBET

**Research Field and Subjects**

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

**Services & Consultancy**

Support to SMEs in their ICT development.

**Representative Publications**


**Partnerships & Scientific collaborations**

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

**KEY WORDS FOR R&D**

*SMEs*
*Technological development*
*Internet*

**SENIOR SCIENTIST**

Annick CASTIAUX  
annick.castiaux@fundp.ac.be  
Tel. 32 (0) 81 72 48 80

**WEB SITES**

[http://webapps.fundp.ac.be/urban/node/20](http://webapps.fundp.ac.be/urban/node/20)
TEXBIAG: Decision-making tools to support the development of bioenergy from agriculture

Senior scientists:
- Annick CASTIAUX


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

KEY WORDS FOR R&D
- Bioenergies
- Socio-economical and environmental externalities
- Decision-making

SENIOR SCIENTIST
Annick CASTIAUX
annick.castiaux@fundp.ac.be
Tel. 32 (0) 81 72 48 80

WEB SITES
www.lsm.be/prisme/
www.texbiag.be/

Research Field and Subjects

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

Services & Consultancy

Support to policy makers for decisions concerning bioenergies.

Representative Publications

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

Isabelle BROSE, Annick CASTIAUX, Florence VAN STAPPEN, Yves SCHENKEL (2008) “Consolidated list of indicators to be used to build the qualitative model” (Project report)
**PONDSCAPE: Towards a sustainable management of pond diversity at the landscape level**

**Research Field and Subjects**

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

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

**Services & Consultancy**

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

**Representative Publications**


**Senior scientist:**

- Annick CASTIAUX


**Partnerships & Scientific collaborations**

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

**KEY WORDS FOR R&D**

- Ponds
- Bioediversity
- Stakeholder approach

**SENIOR SCIENTIST**

Annick CASTIAUX

[annick.castiaux@fundp.ac.be](mailto:annick.castiaux@fundp.ac.be)

Tel. 32 (0) 81 72 48 80

**WEB SITES**


[www.pondscape.be/](http://www.pondscape.be/)
**Collaborative Recommendation**

**Research Field and Subjects**

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

**Representative Publications**


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

**KEY WORDS FOR R&D**

Data mining  
Graph mining  
Collaborative recommendation

**SENIOR SCIENTISTS**

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

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

**WEB SITES**

www.lsm.be/prisme/  
www.lsm.be/spip.php?article72
Data mining and machine learning

Senior scientists:
- Marco SAERENS
- François FOUSS

Research Field and Subjects

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

Representative Publications


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


KEY WORDS FOR R&D

Link analysis
Data mining
Graph mining

SENIOR SCIENTISTS

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

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

WEB SITES

www.lsm.be/prisme/
www.lsm.be/spip.php?article72
Graph mining and link analysis

Research Field and Subjects

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

Representative Publications


M. SAERENS and F. FOUSS. HITS is principal components analysis.

Senior scientists:
- Marco SAERENS
- François FOUSS
- Alain PIROTTE
- Pierre DUPONT


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

KEY WORDS FOR R&D

Link analysis
Data mining
Graph mining

SENIOR SCIENTISTS

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

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

WEB SITES

www.lsm.be/prisme/
www.lsm.be/spip.php?article72
Multi-Agent Systems Architectures

Research Field and Subjects

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

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

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

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

Products and Services

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

Representative References

Senior scientists:
- Manuel KOLP
- Stéphane FAULKNER
- Yves WAUTELET


T. Tung Do, M. Kolp and S. Faulkner, "Introspecting Agent-Oriented Design Patterns". In S. K. Chung (Ed.) Advances in Software Engineering and Knowledge Engineering Vol. III, World Scientific, 2005


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

KEY WORDS FOR R&D

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

SENIOR SCIENTISTS

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

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

WEB SITES
www.isys.ucl.ac.be/skwyrl
www.isys.ucl.ac.be/descartes
Software Project and Change Management

Research Field and Subjects

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

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

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

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

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

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

Products and Services

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


Fields of Research

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

Partnerships

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

KEY WORDS FOR R&D

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

SENIOR SCIENTISTS

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

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

WEB SITES

www.isys.ucl.ac.be/descartes
Agent-Oriented Software Engineering

Research Field and Subjects

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

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

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

Senior scientists:
- Stephane FAULKNER
- Ivan JURETA

Products and Services

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

Representative References


Fields of Research

Software Engineering, Artificial intelligence, Information systems and data bases

Partnerships

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

KEY WORDS FOR R&D

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

SENIOR SCIENTISTS

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

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

WEB SITE

www.lsm.be/prisme/
Requirements Engineering

Research Field and Subjects

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

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

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

Products and Services

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

Representative References

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

Award


Fields of Research

Information systems and data bases, Software Engineering

Partnership

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

KEY WORDS FOR R&D

Decision Making Methods
Requirements Engineering
Software Development Methods
Conceptual Modeling

SENIOR SCIENTISTS

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

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

WEB SITE

www.lsm.be/prisme/
**Service-Oriented Information Systems**

**Research Field and Subjects**

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

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

**Senior scientists:**
- Stephane FAULKNER
- Francois FOUSS
- Ivan JURETA
- Marco SAERENS

**Products and Services**

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

**Representative References**


**Fields of Research**

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

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

KEY WORDS FOR R&D

Decision Making Methods
Requirements Engineering
Software Development Methods
Conceptual Modeling

SENIOR SCIENTISTS

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

Marco SAERENS
Marco.saerens@uclouvain.be
Tel. 32 (0) 10 47 92 46

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

François FOUSS
foussf@fucam.ac.be
32 (0) 65 32 32 16

Youssef ACHBANY
Youssef.achbany@uclouvain.be
Tel. 32 (0) 10 47 83 90

WEB SITE

www.lsm.be/prisme/
Grammatical Inference and Markov Modeling

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

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

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

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

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

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

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

Senior scientists:
- Pierre DUPONT
- Marco SAERENS
Products and Services

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

Representative References


Field of Research

Artificial intelligence and machine learning

Partnerships

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

KEY WORDS FOR R&D

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

SENIOR SCIENTISTS

Pierre DUPONT
pdupont@info.ucl.ac.be
Tel. 32 (0) 10 47 91 14

Marco SAERENS
saerens@isys.ucl.ac.be
Tel. 32 (0) 10 47 92 46

WEB SITES

www.lsm.be/prisme/
www.ucl.ac.be/mlg/
Human-Computer Interaction (HCI)

Research Field and Subjects

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

Products and Services

The UsiXML (USer Interface eXtensible Markup language) is a language for specifying any kind of UI for multiple contexts of use. Thanks to this language, the UI specifications could smoothly evolve from early design to final code. A suite of UI prototyping tools with low, medium, and high fidelity allows us to capture the UI requirements as expressed by end users and to validate them, before generating automatically the corresponding code for GUIs, vocal UIs, and multimodal UIs, in particular for the Web. Other software also provides designers and developers with some guidance on ensuring the usability of the UI by continuous feedback and automated evaluation. In this way, user testing is complemented by a formative feedback for developers as a result from usability engineering.

Main Equipment

- Material for conducting usability evaluation of any interface, in particular web sites, information systems, multimodal applications.
- Multiple computing platforms for designing and testing UIs which are appropriate and adapted: mobile phone, smartphone, PocketPC, Palmtop PC, TabletPC, interactive kiosk, laptop, desktop, wall screen, interactive boards.
- Toolkit for multimodal development.
Representative References


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

Partnerships
- SIMILAR network of excellence (The European research taskforce creating human-machine inter-faces SIMILAR to human-human communication), Sixth Framework Program, European Commission, FP6-IST1-2003-507609.
- Scientific coordination of European COST Action MAUSE « Towards The Maturation of IT Usability Evaluation » (European Commission, COST Action n°294)
- Member of the Mozart UCL Board
- Member of Prométhée research/development cluster in Information Systems and Alliage network
- « Plastique des Systèmes Interactifs » Research Action, CNRS-France.
- IBM Belgium Sponsorship for multimodal applications
- Consulting services for IMmedia (Belgium), Harmonia, Inc. (USA), CARE Technologies (Spain).

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

KEY WORDS FOR R&D
- Augmented reality
- Computer-aided design of user interfaces
- Model-driven engineering
- Information systems
- Multi-user
- Multi-platform and multi-environment user interfaces
- Multimodal applications
- Usability engineering
- User interface visual design
- User interface extensible markup language
- User interface prototyping
- Virtual reality
- Web engineering and applications

SENIOR SCIENTISTS
Jean VANDERDONCKT
Jean.vanderdonckt@uclouvain.be
Tel. 32 (0)10 47 85 25
Benoît MACQ
Benoit.macq@uclouvain.be
Tel. 32 (0)10 47 22 71
Peter VAN ROY
Peter.vanroy@uclouvain.be
Tel. 32 (0)10 47 83 74

WEB SITES
www.lsm.be/prisme/
www.isys.ucl.ac.be/bchi
www.usixml.org
www.similar.cc
www.cost294.org
Others

- *Work, political action and subjectivity – renewing global regulations in individualized societies*
- *What is a ‘fair organisation’? Principles of justice in contemporary organizations*
- *Socio-economic analysis of environmental resources*
Work, political action and subjectivity – renewing global regulations in individualized societies

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

Research Field and Subjects

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

Services & Consultancy

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

Representative Publications


Partnerships & Scientific collaborations

- LISE – CNRS
- Centre Entreprise-Environnement, Université Catholique de Louvain.
KEY WORDS FOR R&D

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

SENIOR SCIENTIST

Matthieu de NANTEUIL
matthieu.denanteuil@uclouvain.be
Tel. 32 (0) 10 47 85 14
What is a ‘fair organisation’? Principles of justice in contemporary organisations

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

Research Field and Subjects

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

Services & Consultancy

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

Representative Publications


Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

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

SENIOR SCIENTIST

Matthieu DE NANTEUIL
matthieu.denanteuil@uclouvain.be
Tel. 32 (0) 10 47 85 14
Socio-economic analysis of environmental resources

Senior scientist:
Daniel TYTECA

Research Field and Subjects

• How to make Natura 2000 work properly? Socio-economic, legal & ecological management (SELNAT – 2007-2009)

• Feasibility of ecological networks: Ecological, economic, social and legal aspects (ECONET – 2003-2005)

Representative Publications


Partnerships & Scientific collaborations

FUSAGx, Laboratoire d'Ecologie; KULeuven, Dept Land Management; and Resource Analysis BV (Antwerpen). Financed by Belgian Scientific Policy (BELSPO).

KEY WORDS FOR R&D

Socio-economic Analysis
Economic Valuation
Ecological Networks
Natura 2000
Biodiversity Conservation

SENIOR SCIENTIST

Daniel TYTECA
daniel.tyteca@uclouvain.be
Tel. 32 (0) 10 47 44 88
Chapter 3: Publications of the Louvain School of Management in 2008
Scientific Articles

Peer-reviewed:


Non Peer-reviewed :


Books
• Derbaix M. and A. Decrop, 2008, Consumers' valuing processes for the performing arts: Concepts, measures and relations.
• Dion D., 2008, Quels champs d'action pour les directeurs des ressources humaines locaux dans les multinationales étrangères?, eds. Université Catholique de Louvain-la-Neuve, Louvain-la-Neuve.
• Macharis C., E. Pekin, A. Caris and B. Jourquin, 2008, A decision support system for intermodal transport policy, eds. VUBPRESS, Brussels.
• Van Wymeersch C., 2008, Handboek Financiële Analyse van de Onderneming, eds. Intersentia.

**Book Chapters**

• Agrell P. and p. Bogetoft, 2008, « Harmonizing the Nordic Regulation of Electricity Distribution in Rönnqvist ».
• Ansias P-Y., A. Rousseau et A. Castiaux, 2008, « Alignement Business/IT: IT capability et facteurs critiques ».
• Baiña S., A. Castiaux, M. Petit and P-Y. Ansias, 2008, « Strategic Business/IT Alignment using Goal Models ».
• Brose I., 2008, « Monetization of Environmental Externalities (Emissions) from Bioenergy ».
• Decrop A., 2008, « Multiple levels of consumer goals in vacation decision making », eds. Anatolia, Antalya.
• Decrop A. et M. Derbaix, 2008, « L'expérience de spectacles vivants: éveil socio-émotionnel et rites de passage ».
• Janssen F., 2008, « La formation en entrepreneuriat : un outil particulier pour aborder l'évolution des pratiques entrepreneuriales ».
• Jureta I., S. Faulkner and J. Mylopoulos, 2008, « Revisiting the Core Ontology and Problem in Requirements Engineering ».
• Van Wymeersch C., 2008, « Comptabilité financière: introduction au système d'information financier de l'entreprise ».
• Zidda P. and N. Demoulin, 2008, « Drivers of customers' adoption and adoption timing of a new loyalty card in the grocery retail market ».
• Zidda P., S. Van Der Haert and L. Lockshin, 2008, « Channel choice behaviour for different usage situations: The case of the wine product category ». 
Appendix: LSM JOURNAL RANKING

The scientific journals are ranked into 4 categories, from A (top journals) to D.

A

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