Acknowledgements

Many people contributed to this LSM Research Report 2010-2011 based upon the scientific activities of members of the Louvain School of Management (LSM). 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 five Centers of Excellence for their valuable and constructive criticism that they have given to me.

I would also like to thank particularly Isabelle De Keyzer, EQUIS & AEQES Coordinator, for her constant encouragement, her involvement and her faster-than-light answer to any question and Françoise Sacré for her continuous involvement in organizing, gathering, collecting, and storing contents related to this report.

Last, but not least, a special thank to Prof. Per Agrell and Prof. Rudy De Winne, former Directors of Research for the time they dedicated to this activity and for their constructive suggestions in improving the contents and format of this report.

Jean Vanderdonckt
Director of Research
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Introduction

The Louvain School of Management is the management school of the Université catholique de Louvain (UCL), in charge of designing, developing and operating education, research and service to society activities in the field of management. It welcomes each year more than 1600 Master, 500 executive education and 77 PhD students, out of which 450 are international.

As of September 15, 2011, the Université catholique de Louvain (UCL) merged with the « Facultés Universitaires Catholiques de Mons » (FUCaM) located in the South-Western part of Belgium, which have been renamed “UCL Mons”.

The Louvain School of Management took advantage of this opportunity to fully integrate the management activities of the new “UCL Mons” within its organization. As a consequence, all Faculty members from FUCaM were integrated in our five Centres of Excellence.

Finally the strategic alliance, launched in 2007 with FUNDP in Namur and FUSL in Brussels, enabled the School to significantly increase the research manpower of the five Centres of Excellence, both through the faculty of our two campuses and through the associate researchers from our partners.

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, researchers and associate researchers, the school defines itself as a top internationally-oriented research-based school of management.

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

The Louvain School of Management publishes here its biannual research report built upon the activities from its four campuses. In 2010 & 2011, our 5 excellence centres published 122 Scholarly articles in intl refereed journals (A, B or C LSM ranked see Appendix 1) that are unanimously acknowledged on the international scene to be the best in their fields.

Nineteen chairs help the Louvain School of Management to develop high-level research activities and insert its centers of excellence in international networks.

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, Centre on Consumers and Marketing Strategy) 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 provides a list of publications of the School for the calendar years 2010 to 2011.
Chapter I

Research organisation at the Louvain School of Management
The R&D activities of the School are organized around five Centres of Excellence. Those are:

- The Centre for Supply Chain Management (CeSCM).
- The Centre for Research in Entrepreneurial Change and Innovative Strategies (CRECIS).
- The Centre for Studies in Asset Management (CeSAM).
- The Centre on Consumers and Marketing Strategy (CCMS).
- The Pole of Research on Information and Services Management and Engineering (PRISME).

In order to develop and maintain these five Centres of Excellence on the national and international scenes as excellent and relevant sources of competence in their fields, from both a corporate and an academic point of view, the following high-level objectives have been defined:

- Initiate, produce, and develop policy-relevant R&D through scientific publications, conferences, and doctoral theses at an international level, in particular by sustaining highly-ranked journals and peer-reviewed conferences by scientific associations.

- Promote and develop the R&D process through the development of internationally competitive Centres of Excellence, through the continuing improvement of an effective and high-level doctoral program, and through the organization of scientific seminars, conferences and workshops to promote the academic life of the School.

- Pursue and promote the initiatives to create long-term academic and corporate research partnerships with the Centres of Excellence in order to ensure policy-relevant R&D, to increase corporate visibility, to enhance the attractiveness and placement opportunities of our doctoral program, and to provide sustained funding of our activities, in particular through international Chairs.

- In order to reach these 3 high-levels goals, three types of R&D activities are encouraged:
  - Fundamental research, which is aimed at establishing and diffusing new basic scientific knowledge, and support our teaching activities.
  - Applied research, which is aimed at conducting experimental protocols in order to assess questions formulated as research hypotheses and/or applying fundamental knowledge in real-world situations.
  - Practice-oriented innovation activities, which are aimed at introducing innovation in R&D in order to sustain advanced teaching and development of new pedagogical tools or methods.

To support those activities, the School invests in its Centres of Excellence in terms of communication support, priority recruitment and administrative support which, in turn, contribute to the reputation of the School. Given those resources, each Centre manages its research agenda and processes, initiates external contacts and alliances and organizes doctoral courses and conferences.

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 the last 10 years the School has renewed most of its faculty. This process being now completed, a significant investment in the development of its research potential has been initiated on the long-term. The total research pool of the School is now made up of 55 Core Faculty, 91 teaching and/or research assistants as well as 50 associate (working in the Centres but not directly employed by the School) senior researchers and 30 junior researchers (see Table 13 below), thus developing a bottom line of 226 people doing R&D activities.
Table 1. Staff distribution of the Five Centres of Excellence.

<table>
<thead>
<tr>
<th>Centre</th>
<th>Core Faculty</th>
<th>Researchers and Teaching Assistants</th>
<th>Total school staff</th>
<th>Senior Researchers</th>
<th>Junior Researchers</th>
<th>Total associate researchers</th>
</tr>
</thead>
<tbody>
<tr>
<td>CESCAM</td>
<td>10</td>
<td>17</td>
<td>27</td>
<td>6</td>
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<tr>
<td>CRECIS</td>
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<td>PRISME</td>
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<td>22</td>
<td>26</td>
<td>6</td>
<td>5</td>
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<tr>
<td>total</td>
<td>55</td>
<td>91</td>
<td>146</td>
<td>50</td>
<td>30</td>
<td>80</td>
</tr>
</tbody>
</table>

This research potential enables the School to be an active actor in doctoral education. The School delivered 43 PhD diplomas over the 2009-2012 period.

The research activities of the School are managed by the Dean, the Director of Research and the coordinators of the Centres of Excellence, within the Research Committee ("Bureau"). The Research Committee manages the daily life of R&D activities and ensures consistency with the Doctoral School. The Research Committee reports to the Executive Committee regarding the assessment of the development of the five Centres of Excellence along the three types of research activities pursued by the School (see above).

If the School was recently EQUIS-accredited for its Louvain-la-Neve 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.

The Research output for the calendar years 2010 and 2011 per Excellence Centre is presented below.

<table>
<thead>
<tr>
<th>Centre</th>
<th>Scholarly articles in intl refereed journals (A, B or C)</th>
<th>Scholarly articles in national journals (D)</th>
<th>Books and chapters in textbooks</th>
<th>Papers in intl academic conferences</th>
<th>Papers in professional conferences</th>
<th>Articles in professional journals (E)</th>
<th>Doctoral Thesis completed</th>
<th>Working Papers</th>
<th>Total general</th>
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<tr>
<td>2010</td>
<td>75</td>
<td>34</td>
<td>42</td>
<td>2</td>
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<td>24</td>
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The research activities of our Centres of Excellence are detailed hereafter.
1. Center for Supply Chain Management (CESCM)

1.1 Presentation

Aims and goals. The Centre for Supply Chain Management (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 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 behaviour.

The research is in particular oriented toward empirical analysis, the economic and systemic modelling of inter-organizational 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.

Fundamental research. The Centre emphasizes fundamental research in methods and quantitative modelling, which has been further pursued though the strong collaboration with the Centre of Operations Research and Econometrics (CORE) at UCL. CESCM Core Faculty members held the position as the co-director of CORE for the Operations Research group, the coordinator for the Mathematical Programming weekly seminar series and co-examiner for the Operations Research bi-weekly reading group.

The research record of the Centre is also recognized through competitive funding for fundamental research, leading to several grants from the national research programs (see Table 14 below). Among other, in 2012 CESCM member Prof. Laurence Wolsey was awarded with the 2012 John von Neumann Theory Prize from INFORMS, succeeding receivers such as Herbert Simon (1988), Kenneth Arrow (1986), Lloyd Shapley (1981) and, John Nash (1978). Prof. Laurence Wolsey is ranked #2 researcher of UCL all domains, according to Microsoft Academia with 135 refereed papers giving 5892 citations for a $h$-index of 35 and a $g$-index of 75.\(^1\)

Internally, CESCM promotes involvement in international scientific networks by senior members as e.g. the vice-president position in Decision Sciences Institute (see below), the chairman for the decentralized decision-making group in EURO, associate editorships or editorial board membership for leading scientific journals (e.g. Mathematical programming A, International Journal for Production Economics) and memberships in the organizational committees for large scientific conferences etc.

The international scientific collaborations are very important for CESCM and form part of the long-term strategy to build strong extended research teams. A distinguished team of associated researchers from all over the world regularly visits the CESCM to work with senior and junior researchers on common projects. An example is Prof. Roels, UCLA Anderson School of Management, USA, who spent one month in CESCM every year since 2009. A prolific researcher with a background in the group, Prof. Roels was awarded the 2010 Management Science Meritorious Award and the 2011 Manufacturing and Service Operations Management Meritorious Award. Other research stays include Prof. Teo from the National University of Singapore in 2011, who also gave a doctoral course in his research area, Modelling Production Flexibility, during the stay.

The School and CESCM were also nominated and granted for the International Francqui 2010-2011 Professorship for Prof. Luk Van Wassenhove (Henry Ford Chair of Manufacturing Director of the Humanitarian Research Group, INSEAD, Fontainebleau, France) by the Francqui Foundation, a prestigious research award in Belgium. The Chair was entitled “Supply Chain Management in the Context of Humanitarian Disasters”, thus contributing to the CSR dimension of the School.

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1 Source: [http://academic.research.microsoft.com/](http://academic.research.microsoft.com/)
Organization/3156/universit-catholique-de-louvain

Another dimension for the international scientific collaboration is built through the post-doctoral researchers. Since 2009, CESCM has a permanent post-doctoral fellowship at CORE in the area, allocated through a highly competitive international recruitment process. Our current post-doctoral fellow, Dr. Liang Lu from Hong Kong University, is working in CESCM since 2011 on production planning, scheduling and applied game theory together with both senior and junior colleagues. CESCM is also organizing a biannual international workshop in logistics and supply chain management since 2007 in Brussels with regular participants from Rotterdam (ERM), Köln University, KU Leuven, University of Tilburg and University of Antwerp.

**Applied research.** Logistics and supply chain management are two of the drivers of current and future growth and job creation in the Belgian economy, in particular for the French speaking region. In a study by Cushman and Wakefield (2009), four of the five most attractive logistical locations in Europe for distribution centres are located in Belgium. Thanks to excellent infrastructure for seaports, rail, road and river freight, distribution centres in Belgium can serve 60 million consumers in the European heartland within a 3 hour-drive. CESCM is supporting this development by applied research and executive training programmes in the area, with the support of several research grants.

For example, in 2007, the CESCM received 800 k€ from the Walloon Region for the « TranslogisTIC » project in order to improve the competitiveness of the region in the area of logistics and transport. The project involved 15 partners from 2007 to 2010 and initiated in-depth collaboration between research centres, IT-infrastructure providers and logistics actors.

The CESCM has also established corporate partnerships with several leading firms, e.g., L’Oréal, Lhoist, Johnson&Johnson, IMERYS, Zeiss and Pearlchain involving joint projects or financing of doctoral students, including chairs. Currently, partnerships are under development with FedEx and the UCL spin-off N-Side.

One example of such partnership is the GSK Biologicals Chair in Strategic Sourcing and Procurement. Heavily dependent on intelligent sourcing and supply chain organization to maintain competitiveness, GSK Vaccine turned to the School and CESCM to address the lack of university training in sourcing in Belgium. Thanks to a close collaboration and mutual trust, GSK Biologicals and the CESCM launched an endowed Professorship in 2011. After an international recruitment, Prof. C. Blome from the European Business School in Wiesbaden was appointed to the full-time Professorship. In 2012, Prof. Blome was appointed Vice-President at Large of the Decision Sciences Institute. The Institute counts some 4,000 academics and professional in decision sciences as members, published two scientific journals and one online publication as well as the organization of an international four-day meeting with about 1,500 participants. The appointment of Prof. Blome to the Board of Directors is a strong sign of recognition of his contributions and devotion to the field.

In addition to financing the chair holder, the Chair also caters a team of two international Invited Professors, Prof. Normman from Lund University (Sweden) and Prof. Lievens from Maastricht University (the Netherlands) to cover the teaching needs in the specific 15 ECTS specialization in the Master’s programme that was created for the chair.

CESCM research output includes doctoral theses, publications of different types and tools developed for problem solving. In the period 2007-2011, 9 doctoral theses were defended, whereof today (2012) five former colleagues are active as faculty members at institutions such as University of Liège, ESCA (France), IESEG (France), Vlerick School of Management (University of Ghent), and the University of Namur. The remaining doctoral graduates hold positions in organizations such as FedEx Corporate Development, CHU Brugmann (hospital) and N-Side (UCL spinoff in operations research).

Regarding scientific papers, the group is very productive with 23 scholarly articles published in international refereed journals in 2011 (see Appendix 4). CESCM aims strategically at publications in A-level journals such as Management Science, Journal of Operations Management, Mathematical Programming, Operations Research, but also pursues high-level specialized journals in subfields when
relevant to get coverage for specific fields (e.g., hospital operations management, transportation economics, and procurement). In addition to the A-C journals, also some of the outlets ranked as D are of interest. These include besides French-speaking journals also e.g. SIAM Journal of Discrete Mathematics, Review of Network Economics, 4OR, International Journal of Information and Decision Sciences, International Journal of Operations Research and Information Systems among others. The tendency to increase productivity is continuing during 2012, to date CESCM has recorded 22 accepted papers, including some additional outlets such as Journal of Business Ethics, Decision Support Systems and Energy Policy.

Practice-oriented innovation activities. CESCM pays attention in maintaining the links to alumni and corporate decision-makers though several events in addition to the Executive Programme in Supply Chain Management (see Chapter 6). The CESCM Corporate Forum gathers annually around 70-80 corporate participants for an afternoon and evening around short talks about current research findings and some invited best practice examples. The event in 2010 was devoted to humanitarian logistics with Prof. Van Wassenhove as invited speaker, in 2011 the theme catered work around corruption and supply chain with, among others, Mr Peter Wilkinson from Transparency International. The CESCM Focus Group is a set of 4-5 annual half-day meetings devoted to particular themes, animated by senior faculty from CESCM. During these sessions, different perspectives are presented to highly relevant managerial problems in the area such as e.g. implementation of resilience in supply chains (2012), sales and operations planning systems (2011), sustainable sourcing strategies in crisis (2013).

1.2 Members

School staff

Core Faculty
Agréll Per Joakim
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Chevalier Philippe
Jomaux Franz
Jourquin Bart
Keymolen Guy
Meskens Nadine
Semal Pierre
Tancrez Jean-Sébastien
Van Vyve Mathieu

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Cordier Jean-Philippe
Madani Mehdi
Niknazar Pooria
Strack Géraldine
Tylski Rémi

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Beuzelin Clarisse
Hanset Arnauld
Hatami-Marbini Adel
Iassinovskaia Galina
Piotte Jérémy
Shamsaei Fahimeh
Sommer Félix
Urbain Nathalie
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LOUTE Etienne
Lu Liang
Normman Andreas
Riane Fouad
WOLSEY Laurence

Visiting researchers during the academic years 2009-2010 & 2010-2011 are listed in Appendix 2
1.3 Top publications


1.4 Doctoral dissertations completed in 2010 and 2011

- Roland Benoît, Intégration du facteur humain dans la gestion des ressources partagées appliquée à la programmation opératoire, Mons, Fouad Riane

- Brusset Xavier, Modeling contractual relationships in transport, LLN, Per Agrell

- Botton Quentin, Survivable network design with quality of service constraints: Extended formulations and Benders decomposition, LLN, Philippe Chevalier & Bernard Fortz

- Van den Schriek Jean-Christophe, Multi-skill queueing models for call centers: Approximations and performance optimization, LLN, Philippe Chevalier

- Lange Jean-Charles, Design and management of networks with fixed transportation costs for the reverse flows of reusable packages, LLN, Pierre Semal

- Hanset Arnauld, Amélioration de l’efficacité de la programmation opératoire au sein des établissements de soins de santé, Mons, Nadine Meskens, Dhaevers Valérie, Pilotage souple de la performance des systèmes de production, Mons, Fouad Riane
2. Center for Studies in Asset Management (CESAM)

2.1 Presentation

*Aims and goals.* The Centre for Studies in Asset Management focuses on the theory and practice of “Asset Management”, which have again recently demonstrated their importance in our economies. This includes portfolio management of financial as well as of “real” assets. Indeed in line with recent trends in financial services, it includes assets such as traditional financial assets (debt and equity), but also real estate, private equity, pension assets and foreign exchange reserves.

The Centre aims at analysing the 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. CESAM is also active in studying the dynamics of European government spreads (in cooperation with the National Bank of Belgium). This Centre 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.

*Fundamental and applied research.* Thanks to its networks, CESAM invited international researchers (e.g., from the Netherlands, the US, UK, Germany and France) for staff and PhD seminars and direct collaborations. As a recent example, CESAM organized the Jay R. Ritter (Warrington College of Business Administration, University of Florida) conference entitled “Why There Will Always Be Financial Crises”. Within the framework of the BNP Paribas Fortis Chair, Prof. V. Acharya (NYU) has given the keynote address «Measuring and Managing Systemic Risk in the Financial Sector».

Significant research activities of the Centre include: the PriceWaterhouseCoopers research partnership, the organization of an internal seminar on both Mons and LLN campuses, the joint research weekly seminars “CORE Econometrics - LSM Finance”, and the Leuven-Louvain Finance (LLF) research workshop in collaboration with KULeuven and the Université de Lille 2, the 3L Finance Research Workshop (Brussels, 26 Sept. 2011) together with BNP Paribas Fortis, as well as CEMS events. Regarding scientific papers, the group has published 15 scholarly articles in international refereed journals in 2011 (see Appendix 4). The target publications of the CESAM include high ranked journals such as: Journal of Financial Intermediation, Journal of Business Venturing, Small Business Economics, Journal of Banking and Finance, Review of Finance, Journal of Business Finance and Accounting, Journal of Financial Markets and Economic Journal, Journal of Financial and Quantitative Analysis, Journal of Applied Econometrics.

*Practice-oriented innovation activities.* CESAM has established high-quality long-term partnerships with companies, scientific conferences and corporate events, such as: the “Corporate Finance Day”, the Euronext workshop “The Quest for Efficiency”.

LSM Research Report 2010-2011


2.2 Members

School staff

**Core Faculty**

Béreau Sophie
De Winne Rudy
De Wolf Michel
Devolder Pierre
D’Hondt Catherine
Gérard Marcel
Gilson Nathalie
Grégoire Philippe
Henrard Luc
Leonardo Iana
Petitjean Mikael
Platten Isabelle
Sarens Gerrit
Sercu Piet

**Teaching Assistants**

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Bruneau Nicolas
Chatelle Emilie
De Vlaminck Nicolas
Detollenaere Benoît
Gejadze Maia
Hachez Elisabeth
Lambert Thomas
Podgornik Caroline
Riachi Ilham
Zountcheme Donald Gédéon

**Researchers**

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Gandibleux Frédéric
Labondance Fabien
Majois Christophe
Mazza Paolo
Moyaert Thibaut
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Delbecque Bernard
De loof Marc
Dispas Christophe
Dumas Christel
Erdemlioglu Deniz
Fox Mathilde
Giot Pierre
Girard Alexandre
Gnabo Jean-Yves

Kerkour Malik
Kinon Valérie
Lecourt Christelle
Levasseur Michel
Noël Leiticia
Schwienbacher Armin
Tassa Habiba
Tesolin Giorgio
Van Oppens Hervé
Van Wyneensch Charles
Verschueren Frédéric
Wibaut Serge
Wu Fan

The list visiting researchers during the academic years 2009-2010 & 2010-2011 is presented in Appendix 2.

2.3 Top publications


- C. Dumas, C. Louche, *Collective representations of responsible investment and their evolution between 1985 and 2010*. In Leslie A. Toombs (Ed.), Proceedings of the 72nd Annual Meeting of the Academy of Management (Boston), 2012, ISSN 1543-8643. This paper received two prizes: the “Best Paper in History of Corporate Responsibility” by Academy of Management, Social Issues in Management Division Awards 2012 (AoM, SIM Division) and the
“Best PhD paper” award by PRI-CBERN Academic Conference. The reason was: the paper delivers a qualitative study of investment over time based on an innovative media-based methodology.

- G. Sarens, I. De Beelde, P. Everaert, *Internal audit: the expert in providing comfort to the audit committee - the case of risk management and internal control*, British Accounting Review, vol. 41, no. 2, 2009, pp. 90-106. This paper is widely cited in internal auditing because it poses the foundation of a new theory called comfort providing theory that sets a new basis for understanding the role of internal control with respect to audit committee and various stakeholders.


- H. Dewachter, L. Iania, *An Extended Macro-Finance Model with Financial Factors*, Journal of Financial and Quantitative Analysis, vol. 46, no. 6, Dec. 2011, pp. 1893-1916. This paper extends the benchmark macro-finance (MF) model by introducing, next to the standard macroeconomic factors, additional liquidity-related and risk premium factors. This paper introduces an innovative approach to model the yield curve with one of the European top ranked researcher in this area (H. Dewachter) and has been presented to numerous central banks (e.g., ECB, National Bank of Belgium, Bank of Norway) and workshops.

- H. Dewachter, L. Iania, M. Lyrio, *Information in the yield curve: a macro-financial approach*, Journal of Applied Econometrics, in press. This paper studies the dynamics of the term premium in the US bond market. This paper is in cooperation with H. Dewachter (Chief of the financial account unit at the National Bank of Belgium) and M. Lyrio (Inspex, Brazil)

### 2.4 Doctoral dissertations completed in 2010 and 2011

- Fox Mathilde, *Mesure et modélisation du risque systématique d’un portefeuille de crédits aux particuliers*, LLN, Eric de Bodt/Philippe Grégoire


- Tesolin Giorgio, *Difficulté d’évaluation de la cible et rendements anormaux des acquéreurs à l’annonce de fusions et acquisitions*, LLN, Nihat Aktas

- Dispas Christophe, *Styles de gestion : espérances de rendement et expositions aux facteurs de risque*, LLN, Eric de Bodt/Philippe Grégoire

- Filbien Jean-Yves, *Essais sur les fusions-acquisitions*, Mons, Isabelle Platten/Eric de Bodt

- Nsoumi Ngoma Jean-Bosco, *La problématique de la communication financière des entités territoriales décentralisées en RDC: cas de la ville de Kinshasa et de la province du Bas Congo*, LLN, Michel De Wolf

- JOURNEAULT Marc, *Eco-control and corporate sustainability strategy*, LLN, Yves De Rongé

- PRINCEN Savina, *Determining the impact of taxation on corporate financial decision-making*, LLN, Marcel Gérard
3. Center for Research in Entrepreneurial Change and Innovative Strategies (CRECIS)

3.1 Presentation

Aims and goals. The Centre for Research in Entrepreneurial Change and Innovative Strategies (CRECIS) studies the intensification of competition, the opening of markets and the accelerated rhythm of innovation that have radically changed the environment of European companies, whatever their size or activity. Their strategic decisions and the way they are put to work within the company must be constantly revised; if not, they will become rapidly obsolete. This is the context in which the Centre of Excellence is developing the expertise of the School. This tackles the capacity of European company strategy to generate innovation and manage change. This can then be translated into long lasting competitive advantages.

Fundamental and applied research. In terms of scientific papers, the group is very productive with 25 scholarly articles published in international refereed journals in 2011 (see Appendix 4). The target publications of the CRECIS include high ranked journals such as, but not limited to Academy of Management Review, ET&P, Journal of Business Venturing, Journal of Business Ethics, Journal of Management Studies, and Strategic Organization.

The CRECIS also invites annually an average of 15 international Professors to give doctoral courses and to take part of monthly research and doctoral seminars, thus providing ample opportunity to collaborate with senior and junior researchers. For example, the following Professors have been invited:

- In 2009, Prof. John Hagedoorn (Maastricht University School of Business and Economics) has presented an article “The contractual complexity of R&D alliances”; Prof. David Olivier (HEC Montréal) has presented an article “Stakeholders are people, too: Building effective stakeholder engagement practices”; Prof. Hervé Laroche (ESCP – EAP) has given a doctoral seminar “How to publish qualitative research”.

- In 2010, Prof. Rita Klapper (Ohio State University) has given a Doctoral methodological seminar entitled “Repertory grids”; Prof. Thomas Prosser (Warwick Business School) has presented an article “La régulation des bonus avant et après la crise / Bonus regulation before and after the crisis”; Profs. Frank G. H. Hartmann & James Hunton have presented an article “The Effect of Long-Term Bonus Frame and Feedback Dissemination Breadth on Temporal Discounting of Investment Returns”.

- In 2011, Prof. Alain Verbeke (University of Calgary, Canada) has given the invited course “Theory of the MNE: Foundations of Global Corporate Success”; Profs. Stefano Pogutz & Monika Winn (Bocconi University & University of Victoria) have presented an article “Organizational ecosystem embeddedness and its implications for sustainable fit strategies”; Prof. Florence Allard Poesi (Université de Paris XII - France) has presented an article “Analyse des processus de représentation collective en organisation”.

- In 2012, Prof. Rachel Shinnar (Walker College of Business of North Carolina) has presented an article “Entrepreneurial perceptions and intentions: The role of gender and culture”; Prof. Jill Kickul (New York Stern University) has presented an article “Where money and meaning intersect for social entrepreneurs: An econometric approach to understanding investor decisions”; Prof. Leonidou Leonidas has given a doctoral seminar: “Using an eco-friendly export marketing strategy to achieve differentiation advantage in foreign markets”.


Some key examples of the research activities of the CRECIS are detailed hereafter.

Since 2002, besides teaching and service to society, the CRECIS Brederode chair in entrepreneurship has been quite active in research. Its members have been present at all major management and entrepreneurship conferences during the last years (about thirty papers accepted at international conferences since 2010) and have received awards at international conferences like RENT or CIFEPME. The chair has produced a vast amount of research in areas like the growth of the firm, social entrepreneurship, entrepreneurship education, entrepreneurship and regulation, international entrepreneurship, entrepreneurial motivations, or entrepreneurship, gender and culture. The members of the chair have published extensively (books, articles, professional papers...), some of their articles being accepted in prestigious journals like Entrepreneurship Theory and Practice or Entrepreneurship and Regional Development. During the last two years, they have also been invited as guest-editors of three international journals. During the last years, its members have spent long-term research stays at the Stern School of business, New York University (USA), at the University of North Carolina (USA), at the Université du Québec à Trois-Rivières (Canada), at the Université de Lorraine (France)... The chair has also developed a structural partnership with the Institut de Recherche sur les PME (Université du Québec à Trois-Rivières), one of the world’s leading Centres on small business research.

Since 2008, the Chair has organized two international conferences and one national one. The holder of the chair has been invited to be part of the scientific committee of 14 international conferences since 2010. He has also been nominated Associado benêmerito (patron) of the Associação Nacional de Estudos em Empreendedorismo e Gestão de Pequenas Empresas (main Brazilian scientific association in entrepreneurship), has given research seminars in Europe, Asia, North and South America and has become an expert for the OECD. The chair has also co-organized with two other major Belgian universities an education programme aimed at hard-science researchers planning to launch their spin-off. In 2012, 4 PhD students from the Chair have graduated and now occupy positions in the USA, Vietnam, France and Luxemburg.

CRECIS launched in 2009 the 3-year KBC Chair from KBC in change management and the five-year Solvay partnership in corporate entrepreneurship, allowing recruiting to full-time researchers for a period of five years.

In 2011, CRECIS has initiated a partnership with 17 Institute for Innovation and Competitiveness. It is a European Academic Think Tank based at ESCP-Europe (Paris). So far, the two institutions have shared PhD courses and developed joint initiatives in research seminars. Research collaborations are also developed in the field of innovation, as for instance a research on the speed of new technology adoption by employees inside large firms.

In 2012, in collaboration with HEC Montreal, Paris-Est University and the ESSEC change management chair, CRECIS co-organized the first workshop about effectiveness of change management in Paris, attended by over 50 people (e.g., corporate, researchers, academics) coming from France, Belgium, Canada and China.

CRECIS is also co-organizing the new Olympic Chair Henri de Bailleul Latour & Jacques Rogge in the area of management of sport organizations: this chair is aimed at providing managers of sport organizations with analysis, reflexion, and prospection tools for operational, decisional, and strategic management and training. This Chair is the successor of the InBEV – Baillet Latour Chair (2008-2011) funded from 2012 to 2014.

Practice-oriented innovation activities. CRECIS organizes or contributes to several inter-company and customized executive education programs in the fields of entrepreneurship, change and innovation management. Thanks to the former InBev-Baillet-Latour chair and the newly formed Olympic Chair (see above), CRECIS has conducted several audit and consulting services to various sport organisations worldwide. CRECIS also organized the Belgian Entrepreneurship Research Day in 2011 (9 May 2011).
CRECIS also benefited from the “On the Fringe of the Labour Market: Social Production of Job (In)security in the Post-industrial Society” and from the “Organizational Regulation of Societal risks: a comparative and longitudinal case analysis” ARC grants, through Prof. L. Taskin from our Mons campus.

The CRECIS has initiated two new applied research Chairs in 2012. The ACERTA Chair is dedicated to human resources research in corporate environments, while the Labo-HR Chair on Human Management and Transformation of Work is funded together by Axa, Belgacom, Heidelberg, Infrabel, and STIB. Both Chairs are lead by Prof. L. Taskin, from our Mons campus.

Finally CRECIS has also launched in 2012 with the support of the regional government the Louvain Innovation Initiative, which is aimed at disseminating skills for innovation management to corporate managers.

### 3.2 Members

#### School staff

**Core Faculty**
- Bascle Guilhem
- Belleflamme Paul
- Bréchet Thierry
- Coeurdory Régis
- Cornuel Eric
de Nanteuil Matthieu
- De Rongé Yves
de Viron Françoise
- Delobbe Nathalie
- Ehnert Ina
- Gailly Benoît
- Helbois Dominique
- Janssen Frank
- Léonard Evelyne
- Périlleux Thomas
- Provost Anne-Catherine
- Taskin Laurent
- Vas Alain

**Teaching Assistants**
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- Decaux Loïc
- Lievens Laurent
- De Roeck Kenneth
- De Jaegere Tanguy
- Falize Marine
- Gnepe Christian
- Guilmot Nathalie
- Lê Thi Thu Thao
- Malcourant Emilie
- Coster Stéphanie
- Glinne Harmony

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- Belousova Olga
- Da Gbadji Gbenangnon Luc Armel
- Donis Céline
- Jacquemin Amélie
- Janiczek Marine
- Jaspart Florence
- Qualizza David
- Van Bunnen Gabriel
- Ajzen Michel
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- Agboton Gifty
- Bazet-Simoni Cédric
- Castiaux Annick
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de Béthune André
de Harlez de Deulin Yannick
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- Gryszkiewicz Lidia
- Lejeune Christophe
- Liénard Sophie
- Neyes Nicolas
- Pochet Philippe
- Quadu Fiorella
- Rihoux Benoit
- Rousseaux Véronique
- Scieur Philippe
- Spineux Armand
- Stinglhamber Florence
- Verelst Simon
- Wallemacq Anne
- Winand Mathieu
- Zintz Thierry
- Adant Ignace
- Agboton Gifty
- Bazet-Simoni Cédric

The list visiting researchers during the academic years 2009-2010 & 2010-2011 is presented in Appendix 2.

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3.3 Top publications


- G. Bascle, *Controlling for endogeneity with instrumental variables in strategic management research*, Strategic Organization, vol. 6, no. 3, 2008, 285–327. This paper has been cited 84 times (according to Google Scholar) in different A-ranked journals (e.g., AMJ, JIBS, Organization Science, SMJ) in various areas (e.g., finance, strategy, economics, marketing). This paper is a top-quotted paper of the Strategic Organization journal (2009 impact factor=4.059) because it is related to the understanding of origins and solutions to inference problems in strategy research. Because of this nature, this paper will be re-published in 2013 in a new book ‘Applied Statistical Modeling’ (S.J. Babones, ed.), by SAGE publisher. Source: [http://www.uk.sagepub.com/books/Book237277/toc#tabview=title](http://www.uk.sagepub.com/books/Book237277/toc#tabview=title). G. Bascle is runner-up of the Strategic Management Society Best Conference Paper Prize 2012.


3.4 Doctoral dissertations completed in 2010 and 2011

- Espinosa Quintana Betty Argentina, *Agir dans une pluralité de mondes : le cas du commerce équitable en Equateur*, LLN, Robert Cobbaut/Thomas Périlleux

- NASSAUT Stéphane, *Censure du « nouvel esprit » du gouvernement d entreprise : Le cas de l implication patrimoniale des salariés*, LLN, Robert Cobbaut

- HERMANS-POUPLARD Julie, *Knowledge transfers in University-Industry R&D projects : a situated approach*, Namur, Annick Castiaux

- MULUMBA KENGA Marcel, *L'assurance : catalyseur du développement – Modèles des références et applications au cas de la République du Congo*, LLN, Pierre Devolder

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

4.1 Presentation

**Aims and goals.** The Pole of Research on Information and Services Management and Engineering (PRISME) has the ambition to cover the development and valorisation of competences related to the criticism and setup of strategies, methodologies, processes and systems in Information Systems and Services Management. This Centre falls under the prospect of integrating transversally these competences to cover the stages, ethical and critical aspects of analysing and realizing the disciplines considered under the terms Information Technology (IT) and E-Business.

**Fundamental and applied research.** PRISME is devoted to the continuous development of high-level competencies and expertise in the engineering and management of information systems. For this purpose, the Centre implements a research policy favouring academic excellence and recognition through publications in top-ranking conferences and journals. PRISME focuses its research effort on service engineering, an emerging area in information systems that is investigated by leading IT companies (e.g., IBM, HP). PRISME is member of the FP7 Human, FP7 Selfman, and FP7 Serenoa front-end of web services and is involved in several research projects at multiple levels that benefit from significant funding. Those include:

- The scientific coordination of Human-Computer Interaction (HCI) activities in the FP6 SIMILAR network of excellence (6.5 M€), for which UCL was the project coordinator and the School the coordinator of PRISME-related activities.
- The scientific coordination of the European UsiXML (User Interface eXtensible Markup Language) project gathering 22 organizations (small and medium enterprises, large companies, research centres, and universities) from 7 European countries (i.e., Belgium, France, Germany, Greece, Portugal, Romania, and Spain). The total budget for this project for all countries sums up to 22 M€ (of which 2,2 M€ are for the Belgian part) for covering more than 120 people over 4 years in order to establish an international W3C standard for user interfaces for the Web. It successfully attracted a pool of more than 70 organizations worldwide in the UsiXML End User Club.
- A major investigation in the “Stratego” project, with the IRIS firm, in the FEDER eHealth project on information systems for HealthCare and in a Virtuoso project on information systems in mechatronics.
- A 400 k€ development of a “Service-Oriented Platform for Product Life Cycle Management Integration”.

A. Coyette, S. Kieffer, and J. Vanderdonckt together received the Brian Shackel Award, delivered by IFIP (Int. Federation of Information Processing) that is considered as the European highest award in Human-Computer Interaction and J. Vanderdonckt has been invited as keynote speaker for the following conferences: CAiSE’2005, Adapt’2007, Tamodia’2008, Interaccion’2010, IEEE RCIS 2012, Armedia’2012.

PRISME encourages applied research projects and educational partnerships with the corporate world (e.g., with SAP, IBM, Microsoft). The expertise of its members allows the study of organizational information systems both from a managerial perspective and from an engineering perspective. Its R&D
projects involve small (e.g., Defimedia), medium (e.g., iris), or large enterprises (e.g., IBA), at the regional (e.g., Babelway), national (e.g., Barco), European (e.g., Thalès), and international levels (e.g., IBM).

Regarding scientific papers, the group has published 11 scholarly articles published in international refereed journals in 2011 (see Appendix 4). Let us stress that PRISME frequently publishes papers in peer-reviewed international conferences rather than journals because in that field some conferences are more prestigious and selective than some journal papers.

Practice-oriented innovation activities. PRISME is actively involved in several pedagogical disposals in information systems, such as Eltesprom (see above), the iCampus platform (see Chapter 2), the Usi-Central repository of web services based on UsiXML. PRISME also co-created Polymedis, a UCL Spin-off in healthcare information systems and has completed Vitality and ErgoFace, two Spin-off projects funded by the regional government (for 400 k€). PRISME has also completed 5 First Enterprises projects on innovative products and services in information systems with SMEs (e.g., Babelway, Denali).

4.2 Members

School staff

**Core Faculty**
- Fouss François
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- Saerens Marco
- Vanderdonckt Jean

**Teaching Assistants**
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- Françoise Kevin
- Heng Samed
- Khaddam Iyad
- Kiv Sodany
- Lebichot Bertrand
- Nguyen Thanh-Diane
- Vandenbulcke Virginie
- Lamas Vilches Nelson

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- Beuvens François
- Braga Sangiorgi Ugo
- Dupuis Sophie
- Francq Pascal
- Genaro Motti Vivian
- Lehert Philippe
- Melchior Jérémie
- Mezhoudi Nesrine
- Sanchez Ramon Oscar
- Senelle Mathieu
- Tran Thi Al
- Van Cauwelaert Sascha

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- Coyette Adrien
- Faulkner Stéphane
- Garcia-Diez Silvia
- Gonzalez Calleros Juan
- Kivimaki Ilkka
- Martinez Javier
- Mbaki Efrem
- Pirotte Alain
- Tesoriero Ricardo
- Wautelet Yves

The list visiting researchers during the academic years 2009-2010 & 2010-2011 is presented in Appendix 2
4.3 Top publications

- J. Castro, M. Kolp, J. Mylopoulos, *Towards requirements-driven information systems engineering: the Tropos project*, Information Systems, vol. 27, no. 6, Sept. 2002, pp. 365-389. This is one of the four most cited papers of this A-ranked journal (source: [http://www.elsevier.com/wps/find/P05.cws_home/infosyspapers](http://www.elsevier.com/wps/find/P05.cws_home/infosyspapers))


- G. Calvary, J. Coutaz, D. Thevenin, Q. Limbourg, L. Bouillon, J. Vanderdonckt, *A unifying reference framework for multi-target user interfaces*, Interacting with Computers, vol. 15, no. 3, 2003, pp. 289-208. This paper received 486 citations (according to Google Scholar) and lead to a W3C recommendation in the area.

4.4 Doctoral dissertations completed in 2010 and 2011

- Gonzalez Calleros Juan Manuel, *A model-driven approach for developing three-dimensional user interfaces of information systems in a principle-based way*, LLN, Jean Vanderdonckt

- Herssens Caroline, *Methods for improving QoS-driven management of web services and their service level agreements*, LLN, Stéphane Faulkner

- Guerrero Garcia Josefina, *A Methodology for Developing User Interfaces to Workflow Information Systems*, LLN, Jean Vanderdonckt


- Tran, Thi Ai Vi *User Interface Generation from Task, Domain and User models: DB-USE Approach*, LLN, Jean Vanderdonckt/Stéphane Faulkner
5. Center on Consumers and Marketing Strategy (CCMS)

5.1 Presentation

Aims and goals. The Centre of Excellence on Consumers and Marketing Strategy (CCMS) provides a platform for furthering research, teaching in doctoral programs, and executive education in the area of consumer behaviour and marketing strategy. The CCMS focuses on investigating consumers, in their cognitive, behavioural and phenomenological dimensions, as well as on the most effective ways to address these from a marketing strategic perspective.

The CCMS major research themes revolve around consumers and marketing strategy. As for consumers, the CCMS focuses on issues related to decision making and to cognitive and affective responses to marketing stimuli (e.g., advertising). The CCMS also investigates more societal and phenomenological questions, such as responsible consumption, consumers’ health, and symbolic consumption. To provide such a comprehensive understanding of consumers, the CCMS aims at both individuals and groups, with a particular focus on children, teens, and informal groups (friends, virtual communities). Services and more particularly leisure (tourism, culture and shopping) are among the preferred fields for applications. When considering marketing strategy, three major fields of research are prioritized in current and future activities of the CCMS members: (1) communication strategies and consumer responses to advertising; (2) brand management and product/service innovation, and (3) retail management (offline and online).

The Centre also directly addresses the wider perspective of Corporate Social Responsibility (CSR) in collaboration with the Hoover Chair in Ethics of the University (see Chapter 7) since ethics is an important dimension of the School.

Fundamental and applied research. The CCMS encourages both conceptual and empirical research, multidisciplinary approaches and methodological eclecticism. Quantitative and qualitative studies are equally valued. In addition to doctoral seminars and courses offered by the CCMS at the School (like the Consumer behaviour class taught by Prof. Christian Derbaix; the Qualitative research methods class taught by Profs. Delphine Dion and Alain Decrop; and the Marketing Reading Workshop organized by Profs. P. Zidda and V. Swaen), PhD candidates are highly incited to attend the EDEN seminars organized by EIASM on consumer behaviour, marketing models, interpretive research methods, among others.

Every month, the CCMS organizes research seminars involving top-level researchers in marketing, consumer behaviour or CSR. For instance, for the 2009-2011 period, the CCMS hosted Profs L. Lockshin (University of South Australia, Adelaide), S. Sen (Baruch College, City University of New-York), C. B. Bhattacharya (Boston University), J. Marcoux (HEC Montréal), V. Melnyk and H. van Heerde (Waikato Management School, Hamilton, New Zealand), K. Hyde (Auckland University of Technology, New Zealand), L. Andreu (University of Valencia, Spain), A. van Riel (Radboud University, Nijmegen, The Netherlands), N. Ozcaglar-Toulouse (Université Lille 2, France), among others.

CCMS also largely invests in CSR activities, such as its involvement in the Global Responsible Leadership Initiative (GRLI) and in the MARCO (Marketing, Obesity and Children) initiative funded by ANR (Agence Nationale de la Recherche, France), with four countries (France, Belgium, Tunisia and the US). Finally, the CCMS organized one of the top conferences in marketing. It indeed hosted in Brussels on May 2011 (18-20), the 27th International Conference of the French Marketing Association (AFM). This international conference gathered more than 330 French-speaking participants (academic and
practitioners) from all over the world. More than 100 researches attended more than 30 sessions.

**Practice-oriented innovation activities.** The CCMS launched the first “LSM-BASF on B2B” class, which is aimed at training any of our Master student to the B2B area, a rather neglected topic in Belgian curricula. This class is the first step of a collaboration which will lead to the development of an entire class on B2B Marketing/Management as well as to research collaborations with BASF. CCMS members are regularly invited as key-note speakers targeting a professional audience for example, V. Swaen at the seminar on integrity organized by the Centre for Police Studies (2011) and at the 18th edition of the Quality Chair about profitable companies and responsible citizens (2012), P. Zidda at the Walloon professional network about the pricing strategy (2012).

With the support of GDF SUEZ and Belgacom, CCMS also created the Louvain Corporate Social Responsibility (CSR) Network which aims at supporting company practitioners eager to place responsible leadership and sustainable production and consumption at the heart of their strategy (see Chapter 7).

### 5.2 Members

**School staff**

**Core Faculty**
- de Moerloose Chantal
- Ducarroz Caroline
- Friedman Michael
- Kestemont Marie-Paule
- Pecheux Claude
- Scarmure Patrick
- Schuiling Isabelle
- Swaen Valérie
- Tyteca Daniel

**Teaching Assistants**
- Bartier Anne-Laure
- Bruneau Virginie
- Gherbi Mehdi
- Kindt Marie
- Sterpenich Catherine
- Toussaint Stéphanie

**Researchers**
- Janssen Catherine
- El Abboubi Manal

**Associate researchers and Faculty**
- Decrop Alain
- Bienfait Max
- Derbaix Christian
- Dessart François
- Hammedi Wafa
- Janssens Céline
- Jeandrain Anne-Cécile
- Masset Julie
- Muller Dominique
- Nisol Patricia
- Sinigaglia Nadia
- Vanhaverbeke Céline
- Vargas Braulio
- Zidda Pietro

*The list visiting researchers during the academic years 2009-2010 & 2010-2011 is presented in Appendix 2.*

### 5.3 Top publications


• F. Maon, A. Lindgreen, V. Swaen, *Designing and implementing corporate social responsibility: an integrative framework grounded in theory and practice*, Journal of Business Ethics, vol. 87, no. 1, 2009, pp. 71–89. This B-ranked journal paper in our ranking has a 2011 impact factor of 0.953 and received 87 citations, representing an average of 21.75 citations per year.

### 5.4 Doctoral dissertation completed in 2010 and 2011

• Maon François, Toward the stakeholder company: Essays on the role of organizational culture, interaction, and change in the pursuit of corporate social responsibility, LLN, Valérie Swaen
Chapter II

Research Projects at the Louvain School of Management
www.lsm.be/cescm/

CESCM
Center for Supply Chain Management
Supply Chain Management

SENIOR SCIENTISTS

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

RESEARCH FIELD AND SUBJECTS

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

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

SERVICES & CONSULTANCY

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

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

REPRESENTATIVE PUBLICATIONS


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. NORMAN K.U. Leuven
  - Contact: N. VANDAELE

KEY WORDS FOR R&D

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

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- 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

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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

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WEB SITES

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CESAM
Center for Studies in Asset Management
Managing risk in financial intermediaries

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

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

SERVICES & CONSULTANCY
- Banks
- Investment companies
- Insurance companies
- Pension funds
- Indexing companies

REPRESENTATIVE PUBLICATIONS


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

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II. Research Projects at the Louvain School of Management • 39

Financial Market Quality

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- Catherine D’HONDT
- Pierre GIOT
- Christophe MAJOIS
- Mikael PETITJEAN

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

SERVICES & CONSULTANCY
- Exchanges
- Banks
- Investment companies
- Insurance companies
- Pension companies
- Indexing companies

REPRESENTATIVE PUBLICATIONS

M. PETITJEAN. How to think about high-frequency trading firms, Revue Bancaire et Financière 1, 70-72, 2011.


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)
- 2010 Prize for the best paper published in Finance (the Official Review of the French Finance Association – AFFI)

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

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Investment and asset allocation strategies

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- Mikael PETITJEAN

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

SERVICES & CONSULTANCY
- Banks
- Investment companies
- Insurance companies
- Pension companies
- Indexing companies

REPRESENTATIVE PUBLICATIONS


M. PETITJEAN. Biais comportementaux, aléa moral et juste régulation, Revue Bancaire et Financière 1, 63-71, 2009.


AWARDS

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

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VENTURE CAPITAL AND PRIVATE EQUITY

SENIOR SCIENTISTS
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- Armin Schwienbacher
- Charles Van Wymeersch

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

SERVICES & CONSULTANCY
- Union Wallonne des Entreprises
- Pricewaterhousecoopers Luxembourg

REPRESENTATIVE PUBLICATIONS

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

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

KEY WORDS FOR R&D
Venture capital
Entrepreneurial finance
Investment funds
Private equity
Leveraged buyout
SENIOR SCIENTISTS

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Internal Auditing and Corporate Governance

SENIOR SCIENTIST

• Gerrit SARENS

RESEARCH FIELD AND SUBJECTS

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

SERVICES & CONSULTANCY

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

REPRESENTATIVE PUBLICATIONS


AWARDS
• Best paper price on the Bi-Annual Conference of the South-African Accounting Association, Johannesburg, 2008.
• Outstanding Paper Award for the paper Sarens and Abdolmohammadi (2011) published in the Journal of Accounting in Emerging Economies.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS
• Bentley University (US)
• Curtin University of Technology (Australia)
• Manchester Business School (UK)
• University of Pisa (Italy)
• Erasmus University Rotterdam (The Netherlands)

KEY WORDS FOR R&D
Internal auditing
Corporate governance
Risk management
Internal control

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International finance

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• Jean-Yves GNABO

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

SERVICES & CONSULTANCY
• Central banks
• International Institutions

REPRESENTATIVE PUBLICATIONS


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

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

**SENIOR SCIENTIST**  
Nathalie (Natacha) Gilson  
Fabien Labondance (formerly at CESAM, currently at Université de la Réunion)

**RESEARCH FIELD AND SUBJECTS**

In a monetary union, increasing economic dissimilarities between its member states can be a source of problems. 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 (2006, 2008, 2010)
- Occasional columnist in "La Libre, chronique-Université"

**PARTNERSHIPS & SCIENTIFIC COLLABORATIONS**

- University « Pierre Mendes France », Grenoble  
- Université de la Réunion  
- Université Lille 1 et du Havre  
- Katholieke Universiteit Leuven

**REPRESENTATIVE PUBLICATIONS**

Labondance F. « Essai sur l’union économique et monétaire européenne », Thèse de doctorat, Université Catholique de Louvain et Université Pierre Mendes France, décembre 2011 (promoteurs N. Gilson et Jacques Fontanel)


Gilson N. « Tectonique des plaques monétaires : création et extension de zones monétaires au sein du système financier international », Reflets et perspectives de la vie économique — Vol. XLIX, no. 4, p. 8-16 (Décembre 2010)


N. GILSON How to be well shod to absorb shocks? Shock synchronization and joining the Euro zone, CESifo 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

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Taxation of Corporate and Capital Income in Europe in contexts of interjurisdictional competition and cooperations

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 the comparison of the American and European ways to tax cross border savings income; especially we analyze the EU saving directive and the US FATCA as well as possible alternative mechanisms.

SERVICES & CONSULTANCY
• Occasional consultancy for the EU Commission (Taxud) and the OCDE

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS
• CESifo and ifo-Institute, Munich
• Max Planck Institute for Tax Law and Public Finance, Munich
• Burch Center for Tax Policy and Public Finance, Berkeley, USA
• Office of Tax Policy Research, U. of Michigan
• Oxford University Centre for Business Taxation
• University of Freiburg, Germany

REPRESENTATIVE PUBLICATIONS


KEY WORDS FOR R&D
International Taxation
Multinationals
Capital Income Taxation
Tax competition
Tax Coordination
Common Corporate Consolidated Tax Base
European Union
Savings Directive
FATCA

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Economics and Management of Higher Education and Research

**SENIOR SCIENTISTS**
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- Natacha GILSON

**RESEARCH FIELD AND SUBJECTS**
That research is dedicated to the economics and management of Higher Education and Research and it was originally conducted in the framework of an IAP Research Program of the Belgian Federal Ministry of Scientific Policy associating Fucam (now UCL-Mons) 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 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 UCL-Mons based senior scientists are also involved into that IAP Program, including sociologist Jean-Emile Charlier, and expert in education Bernadette Noël.

**SERVICES & CONSULTANCY**
- Occasional consultancy for the European Investment Bank and various organizations.

**PARTNERSHIPS & SCIENTIFIC COLLABORATIONS**
- CESifo and ifo-Institute, Munich
- CIRANO, U. of Montréal

**REPRESENTATIVE PUBLICATIONS**


**KEY WORDS FOR R&D**
- Higher Education
- Research
- Mobility
- European Union
- Contingent loans
- Bhagwati tax

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**WEB SITE**
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In that empirical research conducted with French colleagues Hubert Jayet and Sonia Paty and research associate Laurent van Malderen from UCL-Mons, we investigate what are the main drivers of municipal taxes on income and property. Therefore we combine methodologies from regional and urban econometrics with theoretical lessons from public economics and political economy, and data bases on municipalities providing both traditional information like the size of tax rates and socio-economic characterization of municipalities, and information on the political color and governance of the municipalities. We then test tax competition against yardstick competition, intellectual trends and party monopoly power.

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- CESifo and ifo-Institute, Munich
- CIRANO, U. of Montréal

REPRESENTATIVE PUBLICATIONS


CRECIS
Center for Research in Entrepreneurial Change and Innovative Strategies
Innovative strategies and intellectual property rights management

SENIOR SCIENTIST
- Régis COEURDEROY

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

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

SERVICES & CONSULTANCY
Consultancy in technology transfers and network diffusion

REPRESENTATIVE PUBLICATIONS


PARTNERSHIP & SCIENTIFIC COLLABORATION
- EconomiX
- Paris Nanterre

KEY WORDS FOR R&D
Property rights
Licensing
Networks

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SENIOR SCIENTISTS
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- Frank JANSSEN

RESEARCH FIELD AND SUBJECTS
Our research in the field of entrepreneurship corresponds to sixth 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? Is regulation good for entrepreneurship?

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 fifth is about the entrepreneur gender, cultural and motivational issues.

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

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

REPRESENTATIVE PUBLICATIONS


Language: en
Source: LSM Research Report 2010-2011


**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
- Export
- Regulation
- Necessity/opportunity

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Managing organizational innovation and change processes

SENIOR SCIENTISTS
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- Alain VAS

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

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

REPRESENTATIVE PUBLICATIONS


II. Research Projects at the Louvain School of Management • 57


Vas, Alain, Lejeune, Christophe. Comprendre la dynamique de changement identitaire : une étude comparée d'écoles de gestion européennes. XIX Conférence de l’Association Internationale de Management Stratégique (AIMS) (Luxembourg, Luxembourg, du 02/06/2010 au 04/06/2010).

Vas, Alain ; Lejeune, Christophe (2010) Quelles pratiques de transfert de connaissances dans les multinationales ? Une étude de cas exploratoire dans le secteur financier. 3ième Conférence Francophone de Gestion des Connaissances, Société et Organisation (GeCSO) (Strasbourg, France, du 27/05/2010 au 28/05/2010).


AWARDS

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS
- HEC Montréal, CETO
- ERASMUS UNIVERSITY, Strategic Renewal Center, Rotterdam

KEY WORDS FOR R&D
Organisational innovation Change Process

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Social dialogue and collective bargaining

SENIOR SCIENTISTS
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- Pierre REMAN

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

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WEB SITES
- www.lsm.be/crecis/
- www.uclouvain.be/opes
- www.uclouvain.be/trav
Comparative industrial relations

SENIOR SCIENTISTS

- Evelyne LEONARD

RESEARCH FIELD AND SUBJETS

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).


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

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WEB SITES

- www.lsm.be/crecis/
- www.uclouvain.be/trav/
What is a ‘fair organisation’? Principles of justice in contemporary organisations

SENIOR SCIENTISTS
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- Matthieu DE NANTEUIL
- Nadine FRASELLE
- Axel GOSSERIES
- Jan NOTERDAEME
- Thomas PERILLEUX
- Valérie SWAEN

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

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

**SENIOR SCIENTISTS**
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- 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

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Organizational change within healthcare organizations

SENIOR SCIENTISTS
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- William D’HOORE

RESEARCH FIELD AND SUBJECTS
Our research addresses the issue of change within the context of specific organisations: hospitals.

SERVICES & CONSULTANCY
- Strategy (business and corporate)
- Change Management

REPRESENTATIVE PUBLICATIONS


PARTNERSHIPS & SCIENTIFIC COLLABORATIONS
- Ecole de Santé Publique, UCL Woluwé
- HEC Montréal, CETO
- Solimut, Mutualité Chrétienne

KEY WORDS FOR R&D
Clinical pathways
Organisational change
Hospitals
Qualitative approach
Leadership

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- www.crecis.be
SENIOR SCIENTIST

• Thierry ZINTZ

RESEARCH FIELD AND SUBJECTS

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

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

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

SERVICES & CONSULTANCY

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

REPRESENTATIVE PUBLICATIONS


WINAND Mathieu, VOS Steven ZINTZ Thierry, SCHEERDER Jeroen (forthcoming, accepted 30/10/2012) “Determinants of Service Innovation: a Typology of Sport Federations”; International Journal of Sport Management and Marketing - Peer reviewed - Best Paper Award ‘Sport as a Business’ track EURAM 2012

WINAND Mathieu, ZINTZ Thierry, RIHOUX Benoît and QUALIZZA David (forthcoming) “Pathways to high performance: a Qualitative Comparative Analysis (QCA) of sport governing bodies”, Non-Profit and Voluntary Sector Quarterly. (2011) (0899-7640) – Peer reviewed

WINAND Mathieu, ZINTZ Thierry, RIHOUX Benoît, QUALIZZA David, ZINTZ Thierry, “Combination of Key Determinants of Performance in Sport Governing Bodies”; Sport, Business and Management: an International Journal, Vol 1 – issue 3


PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

• EURAM (European Academy of Management) – Track dedicated to the management of sport organizations
• EASM (European Association of Sport Management)
• NASSM (North American Society of Sports Management)
• International Olympic Committee (IOC) - Post-graduates Research Programs adhoc committee
• Several National Olympic Committees (NOC’s) and International Sports Federations
• MEMOS Program (Executive Master in Sports Organizations Management)
• EOSE (European Observatory on Sport and Employment)
• TAIEX (Technical Assistance and Information Exchange is an instrument of the Directorate-General Enlargement of the European Commission)
• European Union Research programs:
  • “Study on Sport Agents in the European Union (Public Contract No DG EAC/13/08),
  • “Professionalizing training and mobility for Outdoor animators in Europe bridging the gap between sector Competences and Learning Outcomes”(Public Contract Leonardo da Vinci N “UK/08/LLP LdV/TOI/163_178.”),
  • “European Accreditation - Fitness Project” (Public Contract Leonardo da Vinci N° UK/08/LLP-LdV/TOI/163_110)
• Université de Poitiers (FR): Invited professor Master degree in Sports Management
• ESSEC Paris (France): Invited professor Master degree in Sports Management & Marketing
• University of Loughborough – School of sport and Exercise: scientific cooperation
• World Antidoping Agency (WADA): Social Sciences Research adhoc committee

KEY WORDS FOR R&D
Change
Sport
Sport organizations
Sport federations
National sport systems

Organizational structures and configurations
Sports governance

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•
Economics of intellectual property rights

SENIOR SCIENTIST

- Paul BELLEFLAMME

RESEARCH FIELD AND SUBJECTS

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

SERVICES & CONSULTANCY

- Management of intellectual property
- Innovation strategies

REPRESENTATIVE PUBLICATIONS


PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- Member of CORE (UCL) and CESifo (Munich).
- Associate Editor of Review of Network Economics.

KEY WORDS FOR R&D

Intellectual Property
Innovation
Piracy
Information goods

SENIOR SCIENTIST

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

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- 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


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

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Organizational regulations of societal risks

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RESEARCH FIELD AND SUBJECTS
A high number of public and private organizations are designed to face situations characterized by societal risk. One characteristic of risk is its ability to unravel most of conventional management, based on general and routine principles, even among organizations that are specifically designed to handle it. In such a context, societal risk prevention and management require adaptable, innovative strategies as well as specific competencies. More specifically, the objective of our research project is threefold. First, it aims at questioning internal regulations produced by each organization when facing societal risk. Second, by comparing the way societal risk has been tackled at different times within the same organization, we intend to identify how this organization has transferred its knowledge on societal risk management from one situation to another. Third, it will compare how several organizations regulated societal risks and what kind of knowledge transfer occurred.

The main research questions we address can be summarized as follows:
1. Considering organizational regulations, how do organizations answer to societal risks?
2. Considering knowledge transfer, do we observe a learning effect on the long term?
3. Do organizational patterns exert an influence on risks handling (efficacy)?

The research project runs from 2010 to 2014.

REPRESENTATIVE PUBLICATIONS


FUNDING
- ARC (Action de recherche concertée)

PRODUCTS AND SERVICES
- Conferences, publications
- Decision-support framework

KEY WORDS FOR R&D
Administration
Knowledge
Management
Organization
Regulation
Risk
Societal risk

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Managing new forms of work organization

SENIOR SCIENTIST
- Laurent TASKIN

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

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

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

REPRESENTATIVE PUBLICATIONS


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

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RESEARCH FIELD AND SUBJECTS

The research project focuses on the interpersonal and intergroup 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


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

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WEB SITES

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www.lsm.be/prisme/

PRISME

Pole of Research on Information and Services Management and Engineering
Conceptual modeling of user interfaces to workflow information systems

SENIOR SCIENTISTS
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- 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
- Organisational 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

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WEB SITES
- www.lsm.be/prisme/
- www.isys.ucl.ac.be/bchi
- www.usixml.org
- www.similar.cc
Business process modeling and user interfaces design

SENIOR SCIENTISTS

- Hildeberto MENDONÇA
- Kenia SOUSA
- Jean VANDERDONCKT

RESEARCH FIELD AND SUBJECTS

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

SERVICES & CONSULTANCY

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

REPRESENTATIVE PUBLICATIONS


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

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- 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:**
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- Hildeberto MENDONCA
- Jérémie MELCHIOR
- Bert SCHIETTECATTE
- Kênia SOUSA
- Jean VANDERDONCKT

**RESEARCH FIELD AND SUBJECTS**

Computers are getting more and more important, and it’s why creating tools in order to make interactions between 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, 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 UXIXML code into another existing language.

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

**SERVICES AND CONSULTANCY**

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

**PARTNERSHIPS AND SCIENTIFIC COLLABORATIONS**

- Défimédia
- Key-Performance
- AnySurfer

**KEY WORDS FOR R&D**

Ergoface
Interface
Ergonomy
USIXML
DESTINE
Usability

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**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

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- Laurent GOUTIÈRE
- Sandra Soares FRAZAO
- Benoit SPINEWINE
- Jean VANDERDONCKT
- Yves ZECH

RESEARCH FIELD AND SUBJECTS

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

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

KEY WORDS FOR R&D
Organizational Patterns
Requirements Engineering
Business Modeling
Use Case Models
Non Functional Requirements
Information Modeling
Conceptual Modeling

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• www.isys.ucl.ac.be/skwyrl
• www.isys.ucl.ac.be/descartes
E-Business and Web Applications

SENIOR SCIENTISTS
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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, an 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


FIELD OF RESEARCH

Information systems and data bases
Software Engineering
Networks and distributed systems

PARTNERSHIPS
• University of Toronto, Department of Computer Science
• University of Trento, Department of Information and Communication Technology
• Université libre de Bruxelles, Department of Computer Science
• University of Ancona, Department of Computer Science
• SONACA S.A.
KEY WORDS FOR R&D

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

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• www.isys.ucl.ac.be/
• http://yeroos.isys.ucl.ac.be
• www.isys.ucl.ac.be/skwyrl
Software Project Management

SENIOR SCIENTISTS

• Manuel KOLP
• Yves WAUTELET

RESEARCH FIELD AND SUBJECTS

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

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

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

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

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

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

PRODUCTS AND SERVICES

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

REPRESENTATIVE REFERENCES


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

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- www.isys.ucl.ac.be
- http://www.isys.ucl.ac.be/descartes
Strategic alignment between information technologies and business objectives

SENIOR SCIENTISTS
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• 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

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS
• PRECISE Research Center, FUNDP
• CRP Henri Tudor, Luxembourg

KEY WORDS FOR R&D
Business-IT alignment
Technological decision-making

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Knowledge transfer in participative and collaborative innovation

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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

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

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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


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

System dynamics modelling of knowledge building and innovation

SENIOR SCIENTIST
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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

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URBAN: ICT uses in SMEs from the region around Sambreville

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- 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. The 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

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

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

SENIOR SCIENTIST
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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” (Projet 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)

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

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WEB SITES
- www.lsm.be/prisme/
- www.texbiag.be/
PONDSCAPE: Towards a sustainable management of pond diversity at the landscape level

SENIOR SCIENTIST
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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


Collaborative Recommendation

SENIOR SCIENTISTS
- François FOUSS
- Marco SAERENS
- Alain PIROTTE

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

REPRESENTATIVE PUBLICATIONS


F. FOUSS, 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

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

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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. FRANCQ, and M. SAERENS. Graph nodes clustering with the sigmoid commute-time kernel: a comprehensive study. Data & Knowledge Engineering, Forthcoming.

Graph mining and link analysis

SENIOR SCIENTISTS
- Marco SAERENS
- François FOUSS
- Pierre DUPONT

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

REPRESENTATIVE PUBLICATIONS


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

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Multi-Agent Systems Architectures

SENIOR SCIENTISTS

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- Yves WAUTELET

RESEARCH FIELD AND SUBJECTS

Agent-Oriented systems are 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, especially in the context of service-oriented architectures and web services development.

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


PARTNERSHIPS

- University of Toronto, Department of Computer Science
- University of Trento, Department of Information and Communication Technology Valencia University of Technology, Department of Computer Science
- University of Utrecht, Department of Computer Science
- Federal University of Pernambuco, Department of Computer Science
- Center for Scientific and Technological Research - ITC-IRST

KEY WORDS FOR R&D

Architectural Patterns
Software Design
Design Patterns
Multi-agent systems
Intelligent Systems
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- www.isys.ucl.ac.be/descartes
Software Project and Change Management

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- Yves WAUTELET

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

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

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

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

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

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

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

REPRESENTATIVE REFERENCES


Y. Wautelet, C. Schinchus and M. Kolp. “A Modern Epistemological Reading of Agent Orientation”. In


**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

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Agent-Oriented Software Engineering

SENIOR SCIENTISTS
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- Ivan JURETA

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

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

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Requirements Engineering

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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

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Service-Oriented Information Systems

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- Ivan JURETA
- Marco SAERENS

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

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

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

REPRESENTATIVE REFERENCES


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

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Grammatical Inference and Markov Modeling

SENIOR SCIENTISTS

- Pierre DUPONT
- Marco SAERENS

RESEARCH FIELD AND SUBJECTS

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

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

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

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

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

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

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

PRODUCTS AND SERVICES

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

REPRESENTATIVE REFERENCES


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

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Human-Computer Interaction (HCI)

SENIOR SCIENTISTS
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- Benoît MACQ
- Peter VAN ROY

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

PRODUCTS AND SERVICES
The UsiXML (USer Interface eXtensible Markup language) is a language for specifying any kind of UI for multiple contexts of use. Thanks to this language, the UI specifications could smoothly evolve from early design to final code. A suite of UI prototyping tools with low, medium, and high fidelity allows us to capture the UI requirements as expressed by end users and to validate them, before generating automatically the corresponding code for GUIs, vocal UIs, and multimodal UIs, in particular for the Web. Other 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 Aliage network
- « Plasticité des Systèmes Interactifs » Research Action, CNRS-France.
- IBM Belgium Sponsorship for multimodal applications
- Consulting services for Defimedia (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

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- www.usixml.org
- www.similar.cc
- www.cost294.org

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www.lsm.be/ccms/

CCMS

Center on Consumers, Markets and Society
The business case for Corporate Social Responsibility

SENIOR SCIENTIST
  • Valérie SWAEN

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

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

REPRESENTATIVE PUBLICATIONS


PARTNERSHIPS & SCIENTIFIC COLLABORATIONS
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  • Université de Toulouse I
  • University of Valence
  • EFMD

KEY WORDS FOR R&D
Corporate Social Responsibility
Sustainable development
CSR Communication
Consumers
Employees
Trust
Social exchange
Organisational justice

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  • www.mark.ucl.ac.be/
Analysis of the relationships between customers and brands

SENIOR SCIENTIST

• Valérie SWAEN

RESEARCH FIELD AND SUBJECTS

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

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

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

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

REPRESENTATIVE PUBLICATIONS


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

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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.
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.


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

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PARTNERSHIPS & SCIENTIFIC COLLABORATIONS
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Corporate Social Responsibility:
Organizations’ practices, Stakeholders’ perceptions and Stakeholders’ involvement

SENIOR SCIENTIST
• Valérie SWAEN

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

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

Furthermore, in order to responsibly create and ensure long-term sustainability for the company, it is argued that CSR needs to move from a peripheral add-on business dimension to an integrated core business function. The move towards CSR organizational embedment entails members of the organization internalizing the CSR values at all levels and the organizations to dialogue and interact with respect to their key stakeholders and the world at large. However, designing and implementing integrated CSR policies in line with the core business activity is far from being an easy task. CSR issues embrace a wide and complex array of concerns that are increasingly unpredictable and shifting over time and place. Specific and arduous skills and competencies therefore need to be developed within the organization to identify relevant issues and to develop appropriate procedures and technologies to deal with them. For this purpose, a change in the way companies see their business and the way decisions are made is often essential. Few academic authors discuss the relationships between the development of CSR policies, the way they are communicated, and the stakeholders’ perceptions and attitudes towards the focal company. Moreover, research often considers only one type of stakeholder at a time, thereby preventing the analysis of the differential impacts of CSR commitments on different types of external stakeholders. Furthermore, the evolutionary nature of stakeholders’ perceptions in relation with companies’ CSR improvement has not been assessed.

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

REPRESENTATIVE PUBLICATIONS


PARTNERSHIPS & SCIENTIFIC COLLABORATIONS
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• Cardiff Business School, UK
• Georgia State University, USA

KEY WORDS FOR R&D
Corporate social responsibility
CSR implementation
Change management
Stakeholder management
Stakeholder involvement
Leadership
Case study

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**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 also been analyzed 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 analyze 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 internationalization 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, N° 4, with J.N. Kapferer.

**PARTNERSHIPS & SCIENTIFIC COLLABORATIONS**

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

**KEY WORDS FOR R&D**

- Brands
- Brand equity
- Local brands
- International brands
- Chinese brands
- Globalization
- Localisation

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Children, visual information on product and healthy food behavior

SENIOR SCIENTIST
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RESEARCH FIELD AND SUBJECTS
This project investigates to what extent visual information codes on food products (such as those used in some countries; for example the “traffic lights” system in UK) may help children in making more healthy food choices. Children’s understanding of such information as well as its impact on the child’s choice and product evaluation are studied through qualitative phases and experiments. Unknown visual logos are created and tested. The ultimate objective of this research is to tell the Public Services about the most efficient way to inform children consumers on food products (on packagings).

REPRESENTATIVE PUBLICATIONS
Pecheux, C. and Pleyers, G. (2012), Are visual elements on products efficient to tell about the “healthy dimension of aliments ? Two experiments to test their impact on children's taste anticipation and evaluation, 41th European Marketing Academy (EMAC) Conference, Lisbon, 22-25 May.


PARTNERSHIPS & SCIENTIFIC COLLABORATIONS
  • Prof. Olivier Corneille, Psychology Department, UCL, Belgium.

KEY WORDS FOR R&D
Social Marketing
Children as consumers
Obesity
Product labels
Perception

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Children, Marketing and Obesity

SENIOR SCIENTIST
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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
- CRIIOC

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
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WEB SITE
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**Consumer Representation in Law**

**SENIOR SCIENTIST**
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**RESEARCH FIELD AND SUBJECTS**
This new interdisciplinary research project aims at making a link between how the consumers perceive stimuli (in particular marketing stimuli) and how the Law thinks consumers perceive those stimuli. There seems to be a gap between both perceptions, understanding and filling this gap is the aim of this project.

**PARTNERSHIPS & SCIENTIFIC COLLABORATIONS**
- Prof. Olivier Corneille, Psychology Department, UCL, Belgium.
- Prof. Paul Nihoul, Law Department, UCL, Belgium.
- Prof. Anne-Lise Sibony, ULG, Belgium.

**KEY WORDS FOR R&D**
- Consumers
- Perception
- Law

**SENIOR SCIENTISTS**
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**WEB SITE**
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**Children, Marketing, Culture and new technologies**

**SENIOR SCIENTISTS**
- Claude PECHEUX
- Alain DECROP

**RESEARCH FIELD AND SUBJECTS**
This project has one main objective: how to sensitize children to Culture (arts). This broad topic is divided into two projects. The first one targets the various ways of learning possible (for children) inside museum settings (learning by play, learning by experience, learning by reading, etc.). Qualitative studies (with observation of children in museum settings) as well as experiments are conducted. The second project is linked to the new technologies made available and how these highly involving technologies (such as interactive play or virtual realities) could be used to promote culture among children.

**REPRESENTATIVE PUBLICATIONS**

**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)

**KEY WORDS FOR R&D**
- Culture
- Children as consumers
- Learning
- New technologies
- Immersion

**SENIOR SCIENTISTS**
- Claude PECHEUX

**WEB SITE**
- www.lsm.be/ccms/
Decision making within groups of friends

SENIOR SCIENTISTS
- Alain DECROP
- Claude PECHEUX

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

REPRESENTATIVE PUBLICATIONS

KEY WORDS FOR R&D
Decision making
Group influences
Consumer behavior
Leisure
Qualitative research

Perception and preference judgments

SENIOR SCIENTIST
- Alain DECROP

RESEARCH FIELD AND SUBJECTS
In this project, we look at the formation of perception and preference judgments. The following specific questions are addressed: What are the characteristics of perceptions and preferences? What are their differences and similarities? On what types of attributes are they based? How do 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

PARTNERSHIPS & SCIENTIFIC COLLABORATIONS
- Prof. Dirk Snelders (Delft University of Technology, The Netherlands).

KEY WORDS FOR R&D
Judgments
Perception
Preferences
Consumer behavior
Tourism

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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

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

SENIOR SCIENTISTS

- Maud DERBAIX
- Alain DECROP
- Pietro ZIDDA

RESEARCH FIELD AND SUBJECTS

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

REPRESENTATIVE PUBLICATIONS


KEY WORDS FOR R&D

Cultural services
Performing arts
Perceived value
Pricing
Consumer experiences

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PARTNERSHIPS & SCIENTIFIC COLLABORATIONS

- HEC Montréal (Chaire de gestion des arts)
Soccer fans: heavy symbols users

SENIOR SCIENTISTS
• Alain DECROP
• Christian DERBAIX

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

REPRESENTATIVE PUBLICATIONS


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

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

SENIOR SCIENTISTS
- Alain DECROP
- Maud DERBAIX
- Pietro ZIDDA

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

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

REPRESENTATIVE PUBLICATIONS


Partnership & Scientific collaboration
- Prof. François Colbert, HEC Montréal (Chaire de gestion des arts)
Multilevel decision making

SENIOR SCIENTIST
• Alain DECROP

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

REPRESENTATIVE PUBLICATIONS


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

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Consumer’s decision making and shopping behaviour

SENIOR SCIENTISTS

- Patricia NISOL
- Pietro ZIDDA
- Alain DECROP

RESEARCH FIELD AND SUBJECTS

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

REPRESENTATIVE PUBLICATIONS


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

WEB SITES

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

SENIOR SCIENTIST
• Pietro ZIDDA

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

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

REPRESENTATIVE PUBLICATIONS
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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

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Bidding Behavior in Online Auctions

SENior Scientist

- Patrick SCARMURE
- Caroline DUCARROZ

Research Field and Subjects

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

A first focus is given on the dynamic bidding process of 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” (Cubé 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

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Web Site

www.lsm.be/ccms/
Adolescents and brands

**SENIOR SCIENTIST**
- Christian DERBAIX

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

**REPRESENTATIVE PUBLICATIONS**


**KEY WORDS FOR R&D**
Adolescents
Enduring involvement
Attitude toward the brand
Co-branding

**WEB SITE**
- www.lsm.be/ccms/

Measurement of affective reactions

**SENIOR SCIENTIST**
- Christian DERBAIX

**RESEARCH FIELD AND SUBJECTS**
This project is focused on the convergence of different verbal and non-verbal complementary tools designed to measure affective reactions elicited by marketing stimuli. Various investigation tools will be implemented: covert recording of subjects’ facial expression when exposed to commercials, iconic scales and verbal scales as well as EEG (electroencephalography). The predictive power of these measurements of independent variables (affective responses) will be assessed with respect to the subjects’ attitude toward the brands advertised and the intention to buy these brands. One of the goals of this research is also to substantiate or disprove the validity of current emotional verbal scales.

In a second stage, we shall look for the cerebral metabolic activity (BOLD signal) that accompanies neural processing of consumers exposed to these commercials (using functional MRI, and possibly PET scan).

**REPRESENTATIVE PUBLICATIONS**


**PARTNERSHIPS & SCIENTIFIC COLLABORATIONS**
- Prof. I. Poncin (ESC Lille)
- Prof. E. Droulers (Université de Bretagne Sud)
- Prof. B. Roullet (Université de Paris I - Sorbonne)

**KEY WORDS FOR R&D**
Affective reactions
Verbal measurement
Non verbal measurement
Facial expressions

**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

Perceived value and willingness to pay

SENIOR SCIENTIST
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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 PUBLICATION

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

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Looking for authenticity, nostalgia and social interactions when attending performing arts’ shows

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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


PARTNERSHIPS & SCIENTIFIC COLLABORATIONS
• Prof. M. Derbaix (IESEG School of Management, Lille)

KEY WORDS FOR R&D
Authenticity
Nostalgia
Social interactions
Perceived value

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
• Professeur Jean-Philippe Nau, Université de Lorraine
• Professeur G. Thévenot, Université de Lorraine

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Chapter III

Publications of the Louvain School of Management 2010–2011
JOURNAL ARTICLE

2011


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CONFERENCE PAPER

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Appendices
Appendix 1 : LSM JOURNAL RANKING

The objective of the LSM journal classification system is to provide guidance to members of the School with respect to orientation for part of their scientific production, to define the priority areas of publishing for LSM and to provide a tool to monitor and manage the quality and volume of scientific publication within Centers and the LSM at large.

The LSM Journal Classification System was created in 2007 based on the journal rankings of CNRS (Comité National de la Recherche Scientifique, FR) (section 37) and ABS (Association of Business Schools, UK), complemented with adjustments for journals not represented in any of the two and open arbitrage in the case of diverging classifications in the two rankings. The current version (1.4) contains 1448 journal outlets and is publicly available on the internet site.

The scope of the LSM journal classification system is to encompass:

1. All peer-reviewed scientific journals within the field of management, as represented by the scientific orientation of the ILSM centers of excellence.
2. Peer-reviewed scientific conference proceedings in information science.

As the number of potential items is large and increasing, the system is built on a principle for continuous expansion and inclusion of new journals based on verifiable criteria and peer judgment. The scope of 'management' is interpreted widely as far as the primary authorship of an active member of LSM of an article in a journal is seen as a strong indication that the journal covers a field related to management. Even journals that are not in any of the fields listed by the reference lists used as background sources are considered, but given a lower ranking in management as 'peripheral' journals. This mention is important as it defines the LSM journal classification system in a normative sense towards specific journals in the field of scientific concentration, which is consistent with its use as a strategic instrument to indicate where the Institute aims to make an impact. However, it also means that the system cannot be used for generic assessment of faculty productivity at e.g. a university level. Moreover, the LSM journal classification system must explicitly take into account peer-reviewed journals edited in French in certain disciplines, although these may not always be listed and ranked in the references conventionally used to measure impact and standing. As a consequence, the resulting classification will to some extent be unique and not fully apply to e.g. Anglo-Saxon management schools.

The scientific journals are ranked into 4 categories:

- **A**: Leading international journals
- **B**: Very good international journals
- **C**: Good specialized journals
- **D**: Specific journals

The following list classifies according to these 4 categories the journals that are accredited by the Louvain School of Management.
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**Appendix 1**

**Transportation Research Part E: Logistics and Transportation Review**

**Urban Studies**

**Transportation Science**

**Urban Studies**

**Value in Health**

**Value in Health**

**Work and Occupations**

**Work and Occupations**

**Work and Stress**

**Work and Stress**

**Work, Employment and Society**

**Work, Employment and Society**

**World Economy**

**World Economy**
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178 • Appendix 1
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| Assurances et Gestion des Risques | 1705-7299 E |
| Belgian Actuarial Bulletin | 2190-9733 E |
| Belgium. Ministrie van Financien. Documentatieblad | 0779-8601 T |
| Bizz Magazine | E |
| Brussels Studies | na E |
| Bruxelles Santé | E |
| Bruxelles Santé numéro spécial | E |
| Bulletin de documentation / Service public fédéral finances | E |
| Service d'études et de documentation, Belgique | E |
| Diritto delle Relazioni Industriali | 1121-8762 E |
| Discrete Mathematics | 0012-365X E |
| EIRO (European Industrial Relations Observer) | E |
| Emac Chronicle | E |
| European Taxation -Amsterdam- | 0014-3138 E |
| Finance Letters | 1740-6242 E |
| Finance Management - CFO Magazine | E |
| Financieel Forum/Bank-en Financiewezen | 1367-7720 E |
| German Actuarial Bulletin | 1864-0281 E |
| Gestions Hospitalières | 0016-9218 E |
| Healthcare Executive | ? E |
| Journal Europaischer Orchideen : Mitteilungsblatt des AHO Baden-Württemberg | 0945-7909 E |
| Journal of European Orchids | E |
| Journal of Mathematical Inequalities | 1846-579X E |
| L'Echo | n/a E |
| L'Expansion Entrepreneuriat | n/a E |
| La Libre Belgique | E |
| La Libre Economique | Unknown E |
| La Libre Entreprise | E |
| La Revue de la Médecine Générale | E |
| La Revue du Financier | 1961-0408 E |
| Le Journal du Net | E |
| Logistique et Management | E |
| Maandblad voor Accountancy en Bedrijfseconomie | E |
| Minerva | 1780-6380 E |
| Monde de l’Assurance | E |
| Mondes du Tourisme | E |
| Pensamiento Juridico, (Dir. Ruiz Munera), Universidad Nacional de Bogotá | 0122-1108 E |
| Peoplesphere | E |
| Personnel & Gestion | 1376-098X E |
| Pyramides | E |
| Références | E |
| Reflets et perspectives | 0034-2971 E |
| Reflets et perspectives de la vie économique | 0034-2971 E |
| Regards Economiques | E |
| Revue Bancaire et Financière | 1376-7720 E |
| Revue bancaire et financière | 1376-7720 E |
| Revue d'Histoire des Sciences Sociales | E |
| Revue de la Concurrence Belge | na E |
| Revue Générale | 0034-2971 E |
| Revue générale des assurances et des responsabilités | 1376-3512 E |
| Revue Nouvelle | 0035-3809 E |
| Sciences de la Société | 1168-1446 E |
| SCOOP (l'homme au travail) | E |
| Sociologies | E |
| Territoire(s) wallon(s) | 1784-4991 E |
| The International Journal of Comparative Labour Law and Industrial Relations | 0952-617X E |
| Topics in Corporate Finance | E |
| Vers l'avenir | E |
| Vlaams Tijdschrift voor Overheidsmanagement | E |
## Appendix 2: Visiting Researchers 2010 & 2011

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**2010-2011**

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### PRISME

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<td>Good Is Not Enough: Maximizing Value from Corporate Responsibility Initiatives</td>
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<td>The Gift of Absolution and the Escape to the Market</td>
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<td>The Sense and Non-sense of Holdout Sample Validation in the Presence of Endogeneity</td>
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<td>May 18-20</td>
<td>320 academics &amp; researchers from all over the French-speaking countries</td>
<td>Organization of the 27th International conference of the French-speaking Marketing Association (Association Française du Marketing, AFM) (35 sessions, 100 presentations)</td>
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<td>Value Co-creation and S-D logic: A research application</td>
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