

LSM
Research
Report

2007



LOUVAIN
School of Management

www.lsm.be

Acknowledgements

Many people contributed to this first LSM Research Report based upon the scientific activities of members of the Louvain School of Management, the joint management school of four Belgian Universities (UCL in Louvain-la-Neuve, FUCaM in Mons, FUNDP in Namur and FUSL in Brussels). First, this report would not have been possible without the help of the faculty and the researchers who describe their research projects in Chapter 2. Then special thanks are to be given to the Research Committee as well as to the Directors of the Centers of Excellence for their valuable constructive criticism that they have given to me.

Last but not least, I especially appreciated the efficient assistance of Sandrine Delhaye whose work was invaluable to me in the coordination of this time-consuming work involving a lot of contacts with the whole staff.

Rudy De Winne
Director of Research

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Introduction

The *Louvain School of Management* (LSM) is the joint management school of four Belgian Universities (UCL in Louvain-la-Neuve, FUCaM in Mons, FUNDP in Namur and FUSL in Brussels). It is located at the center of Europe, close to the EU institutions and to the headquarters of major international companies. With more than 200 full-time professors and researchers, the school defines itself as a top internationally-oriented university-based school of management. It attracts, in its Master programs taught in French and in English and its doctoral school, about 1000 regular and 200 exchange students yearly. Its research, mainly organized within centers of excellence, produces about 100 papers published in international journals and delivers about 15 PhD's, yearly. Its portfolio of executive education programs including a well-known international EMBA and a large set of research contracts and chairs connect the school faculties with the business community on an every-day basis.

Launched in 2007, the Louvain School of Management publishes here its first research report built upon the activities from its four campuses. As illustrated in this document, our professors and researchers have developed close partnerships with companies. With about 40 professors and researchers, each of our five Centers of Excellence focuses on an advanced field of expertise. In 2007, our research teams published about 30 articles in top journals that are unanimously acknowledged on the international scene to be the best in their fields.

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

This report is structured along our 5 Centers of Excellence (i.e. Center for Supply Chain Management, Center for Studies in Asset Management, Center for Research in Entrepreneurial Change and Innovative Strategies, Center on Consumers, Markets and Society) and is organized as follows. Chapter 1 gives an overview of research organization at the Louvain School of Management and presents its centers of excellence. Chapter 2 describes, in a non technical way, the research projects in progress within the different centers. Chapter 3 provides a list of publications of the School for the calendar year 2007.

Chapter 1: Research organization at the Louvain School of Management

As a University-based Business School, research plays an essential role within the Louvain School of Management. LSM faculty aims at continuously developing knowledge, analysis and resolution methods to study management and organizational questions and problems. As academics, the process and output of these activities are cornerstones of our strategy.

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

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

The integration of four university management departments allows the Centers of Excellence to reach a critical mass (about 40 full-time faculty members and researchers each). Those Centers allow the School to develop a distinctive expertise, relevant for both the international scientific community and the corporate world.

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

As a consequence of our strategy, a clear improvement of the research output is observed, both in quantity and quality. The School's research activities have also benefited from a growing support of corporations through additional chairs, partnerships and research contracts.

A short description of the LSM Centers of Excellence is given hereafter.

1. Center for Supply Chain Management (CESCM)

1.1. Presentation

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

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

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

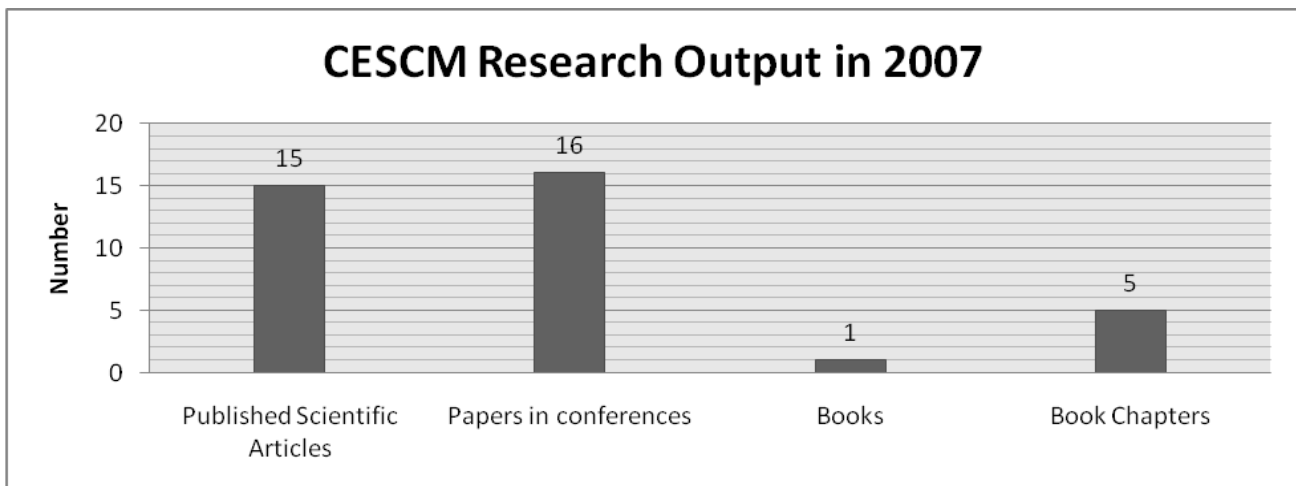
1.2. Members

Senior researchers	Junior researchers	Post-doc researchers
<i>Per AGRELL Paul BELLEFLAMME Philippe CHEVALIER Marc FOURNY Bart JOURQUIN Etienne LOUTE François LOUVEAUX Nadine MESKENS Manuel KOLP (part-time, also in PRISME) Fouad RIANE Georges SCHEPENS Pierre SEMAL Laurence WOLSEY</i>	<i>Fatiha ABBES-ORABI Quentin BOTTON Xavier BRUSSET Jean-Philippe CORDIER Thomas CREPIN Christine DI MARTINELLI Arnauld HANSET Galina IASSINOVSKAIA Jonathan LECHIEN Mathias LORENZ Alexandre MOLLET Jorge PINNA PUISSANT Benoît ROLAND Géraldine STRACK Jean-Sébastien TANCREZ Thi Ai Vi TRAN Hakan ÜMIT Fabio USAI Jean-Christophe VAN DEN SCHRIECK Julie VONCK Yves WAUTELET</i>	<i>Sabine LIMBOURG Duy Tai NGUYEN (part-time, also in PRISME) Hongying FEI</i>

1.3. Top publications during 2003-2007

- Brusset X. and N. Temme, 2007, "Optimizing an objective function under a bivariate probability model" in European Journal of Operational Research , Vol. 179, pp. 444-458.
- Wolsey L., S. Anily and M. Tsur, 2007, "Multi-Item Lot-Sizing with a Joint Set-Up Cost", in Mathematical Programming.
- Agrell P., R. Lindroth and A. Norrman, 2004, "Risk, Information and Incentives in Telecom Supply Chains", in International Journal of Production Economics, Vol. 90, Issue 1, pp. 1-16.
- Chevalier P. and N. Tabordon, 2003, "Overflow analysis and Cross-trained Servers" in International Journal of Production Economics, Vol. 85, no. 1, pp. 47-60.
- Wolsey L. and A. Miller, 2003, "Tight MIP Formulations for Multi-Item Discrete Lot-Sizing Problems", in Operations research, Vol. 51, no. 4, pp. 557-565.

1.4. Figures



1.5. Doctoral dissertations completed in 2007

✓ NGUYEN Duy Tai: *A Methodological Framework for Developing and Composing Business Services* – Louvain-La-Neuve – M. Kolp (see below PRISME)

✓ LIMBOURG Sabine : *Planification stratégique de systèmes de transport de marchandises en Europe* – Mons – B. Jourquin

1.6. Partnership

- CESCM has a strong partnership with L'Oréal in supply chain management (330,000 EUR; holder: Prof. Semal).

2. Center for Studies in Asset Management (CESAM)

2.1. Presentation

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

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

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

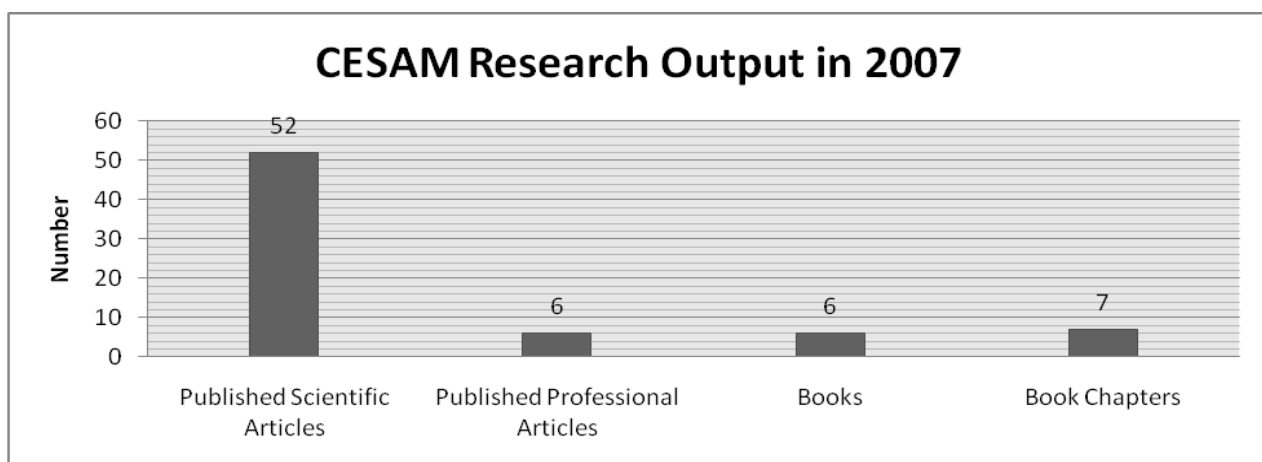
2.2. Members

<i>Senior researchers</i>	<i>Junior researchers</i>	<i>Post-doc researchers</i>
<i>Nihat AKTAS Marie Claire CAPIAU- HUART Anouk CLAES Yves DE RONGÉ Pierre DEVOLDER Rudy DE WINNE Catherine D'HONDT Marcel GÉRARD Pierre GIOT Nathalie GILSON Jean-Yves GNABO Philippe GRÉGOIRE Christelle LECOURT Michel LEVASSEUR Mikael PETITJEAN Isabelle PLATTEN Gerrit SARENS Armin SCHWIENBACHER Charles VAN WYMEERSCH</i>	<i>Carine AUSSELET Renaud BEAUPAIN Yannick DE HARLEZ Christophe DISPAS Jean-Yves FILBIEN Séverine HERMANNNS Gael IMAD'EDDINE Fabien LABONDANCE Laury LAMBOT Caroline PAQUER Savina PRINCEN Ilham RIACHI Fernando RUIZ Vassilis SAMARAS Luc SIMÉONS Charlie TCHINDA Giorgio TESOLIN Olivier VERCRUYSSÉ</i>	<i>Christophe MAJOIS</i>

2.3. Top publications during 2003-2007

- Aktas N., R. Roll and E. de Bodt, 2007, «Is European M&A regulation protectionist?», in Economic Journal, Vol. 117, Issue 522, Pages 1096 - 1121.
- Eeckhoudt L., B. Rey and H. Schlesinger, 2007, « A Good Sign for Multivariate Risk Taking », in Management science, eds. Institute for Operations Research and the Managements Sciences (INFORMS).
- Schwienbacher A., 2007, « Innovation and Venture Capital Exits », in Economic Journal, Vol.
- Eeckhoudt L. and H. Schlesinger, 2006, « Putting Risk in its Proper Place », in American Economic Review, Vol. 96.
- Aktas, N., de Bodt E. and R. Roll, 2004, « Market response to European regulation of business combinations », in Journal of Financial and Quantitative Analysis, Vol. 39, no. 4, p. 731-758.

2.4. Figures



2.5. Doctoral dissertations completed in 2007

- ✓ HAINAUT Donatien : *Individual and Institutional Asset Liability Management* – Louvain-La-Neuve - P. Devolder
- ✓ KALALA TSHIMPAKA Frédéric : *La restructuration de l'espace microfinancier du Kivu (R. D. Congo) : pistes d'une intermédiation efficace* – Louvain-La-Neuve – P. Dubois
- ✓ MAJOIS Christophe : *Transparence et qualité des marchés boursiers : Essais sur l'anonymat et l'asymétrie d'information* – Mons – R. De Winne/C. Bisière
- ✓ NIYUBAHWE Alain: *Désinvestissements et création de valeur: Analyse des facteurs explicatifs* – Louvain-La-Neuve - Ph. Grégoire

✓ VAN OPPENS Hervé: *Insider Trading, Private Information and Market Efficiency: An empirical analysis through complementary studies* – Louvain-La-Neuve – E. De Bodt

2.6. Chairs and large partnerships

The chairs associated with the CESAM are listed below:

- Axa Chair in asset and liability management of insurance risks (150,000 EUR ; holder: Prof. Devolder)
- Fortis Chair in actuarial science (320,000 EUR ; holder: Prof. Devolder)
- PriceWaterHouseCoopers Partnership in Asset Management (70,000 EUR ; supervised by Prof. Schwienbacher)

3. Center for Research in Entrepreneurial Change and Innovative Strategies (CRECIS)

3.1. Presentation

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

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

Its orientation follows two main guidelines:

1. CRECIS is a multidisciplinary research centre. Members are experts in the fields of management in all dimensions of strategic transformations (change, crisis, entrepreneurship, innovation, human resources).
2. CRECIS is an applied research centre. Activities are oriented towards a balanced mix of academic research and dialogue with the business community.

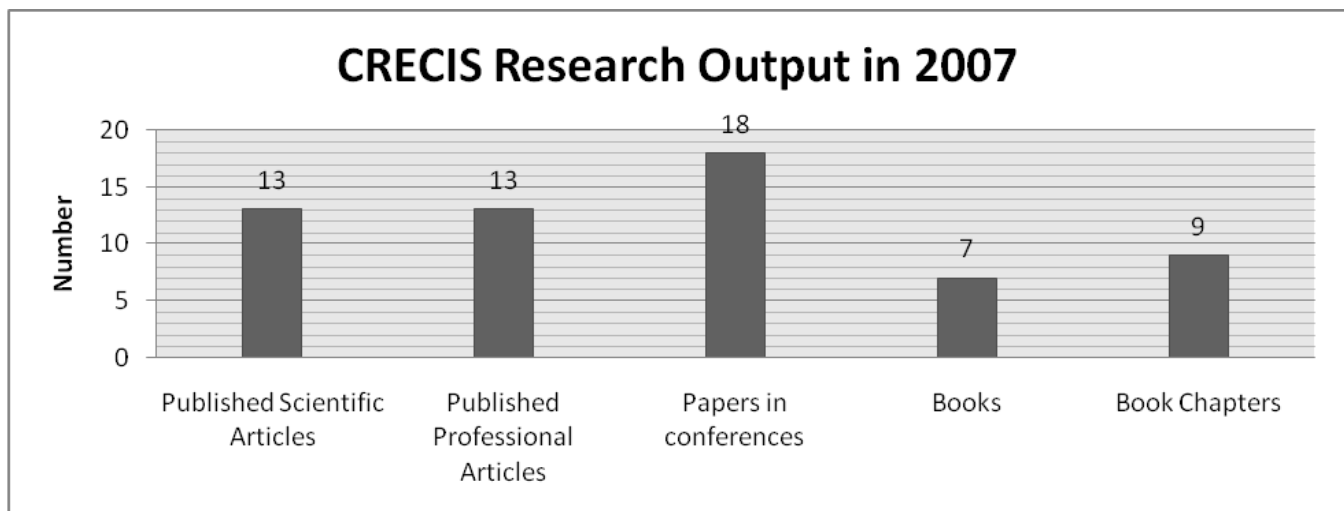
3.2. Members

Senior researchers	Junior researchers	Post-doc researchers
<i>Régis COEURDEROY</i> <i>Alain VAS</i> <i>Paul BELLEFLAMME</i> <i>Thierry BRECHET</i> <i>Annick CASTIAUX (part-time</i> <i>also in PRISME)</i> <i>André de BETHUNE</i> <i>Nathalie DELOBBE</i> <i>Yves DE RONGE</i> <i>Benoit GAILLY</i> <i>Laurent GATOT</i> <i>Jean-Marie JACQUES</i> <i>Frank JANSSEN</i> <i>Evelyne LEONARD</i> <i>Armand SPINEUX</i> <i>Laurent TASKIN</i> <i>Anne WALLEMACQ</i> <i>Thierry ZINTZ</i>	<i>Sophie BACQ</i> <i>Patrick BAKENGELA</i> <i>Olga BELOUSOVA</i> <i>Mahamadou BIGA D.</i> <i>Luc DA GBADJI</i> <i>Yannick DE HARLEZ</i> <i>Valérie DUPLAT</i> <i>Olivier GIACOMIN</i> <i>Julie HERMANS</i> <i>Amélie JACQUEMIN</i> <i>Mélanie LATIERS</i> <i>Thomas LEDERER</i> <i>Sylvain LUC</i> <i>Albert LWANGO</i> <i>Christophe LEJEUNE</i> <i>Nicolas NEYSEN</i> <i>Raphaël PARE</i> <i>Cécile SCHMIT</i> <i>Nathalie VANDENBROUCKE</i> <i>Mathieu WINAND</i>	

3.3. Top publications during 2003-2007

- Belleflamme P. and P. Picard, 2007, «Piracy and Competition», in Journal of Economics and Management Strategy, Vol. 16, Issue 2, Pages 351-383.
- Boulanger P.-M. and T. Bréchet, 2005, «Models for sustainable development policy-making: state of the art and perspectives for research», in Ecological Economics, Vol. 55, Pages 337-350.
- Taskin L. and V. Devos, 2005, «Paradoxes from the Individualization of Human Resource Management : The Case of Telework», in Journal of Business Ethics, Vol. 62, Issue 1, Pages 13-24.
- Belleflamme P. and F. Bloch, 2004, «Market sharing agreements and collusive networks», in International Economic Review, Vol. 45, Pages 387-411.
- Coeurderoy R. and R. Durand, 2004, «Leveraging the advantage of early entry: Proprietary technologies versus cost leadership», in Journal of Business Research, Vol. 7, Pages 583-590.

3.4. Figures



3.5. Doctoral dissertations completed in 2007

- ✓ BRIDOUX Flore: *Beyond the Resource-based View: A study of the Interactions among Resources, Actions, and Performance* – Louvain-La-Neuve – P. Belleflamme
- ✓ BAKENGELA SHAMBA Patrick: *Politiques et pratiques de GRH dans les entreprises publiques en Afrique. Vers quel modèle d'analyse?* – Louvain-La-Neuve – E. Léonard, J. Nizet
- ✓ DION Delphine: *Quels champs d'action pour les Directeurs des Ressources Humaines locaux dans les multinationales étrangères ?* – Louvain-La-Neuve – E. Léonard
- ✓ TASKIN Laurent: *Les enjeux de la déspatialisation pour le management humain: Vers de nouveaux modes de contrôle?* – Louvain-La-Neuve – A. Spineux

3.6. Chairs and large partnerships

The chairs associated with the CRECIS are listed below:

- Brederode Chair in Entrepreneurship (480,000 EUR; holder: Prof. Janssen)
- ING Chair in e-management (550,000 EUR; holder: Prof. Vas)
- KBL-CBC Chair in Change Management (750,000 EUR; holder: Prof. Vas)
- Lhoist Berghmans Chair in Environmental Economics and Management (2,100,000 EUR; holder: Prof. Bréchet)
- Olympic Chair Inbev Baillet Latour (125,000 EUR; holder: Prof. Zintz)
- Solvay Partnership in corporate entrepreneurship (625,000 EUR; holder: Prof. Gailly)

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

4.1. Presentation

On the bases of the various expertises of the Centre's members, the Centre will focus on the theme "Computer-enabled services", i.e. services that emerge through ICTs. Both management and computer sciences skills will be required to develop such a theme.

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

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

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

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

4.2. Members

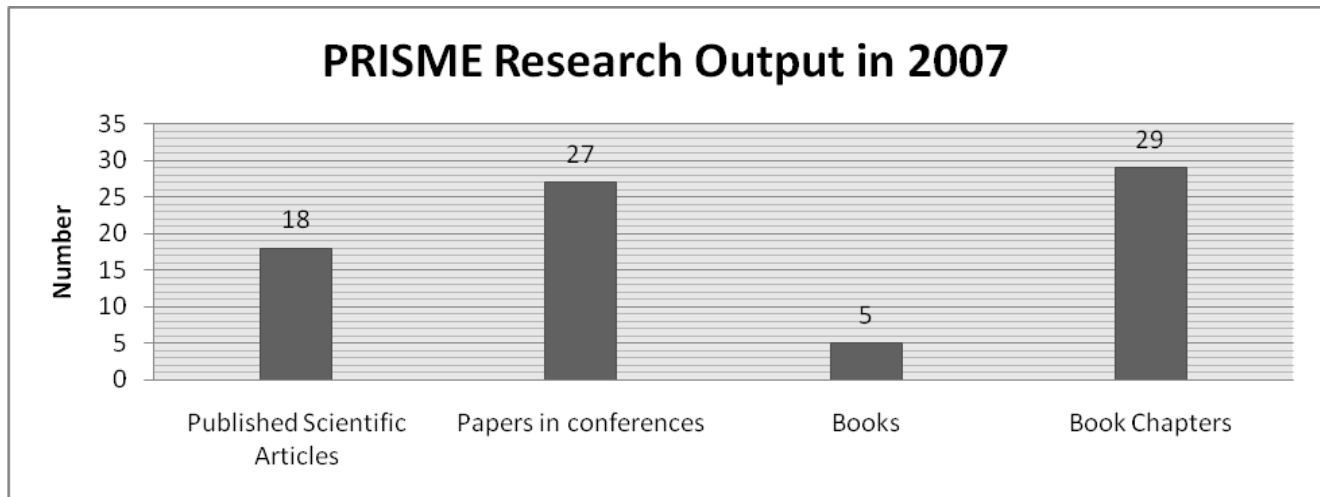
Senior researchers	Junior researchers	Post-doc researchers
<p>Annick CASTIAUX (<i>part-time, also in CRECIS</i>) Stéphane FAULKNER Manuel KOLP (<i>Part-time, also in CESCO</i>) Marco SAERENS Georges SCHEPENS Philippe THIRAN Thierry VAN DEN BERGHE Jean VANDERDONCKT</p>	<p>Youssef ACHBANY Mohanad AL-JABARI Pierre-Yves ANSIAS Oguz AYDOGMUS Stéphane DEHOUSSE Alain EJZYN Kevin FRANÇOISSE Juan Manuel GONZALEZ CALLEROS Josefina GUERRERO GARCÍA Julie HERMANS Caroline HERSSENS Hang Thi Thuy HOANG Ivan JURETA Sodany KIV Christophe LEMAIGRE Sophie LEPREUX Carlos LUCO Francisco Javier MARTÍNEZ RUIZ Maria Liliana Marulanda SERNA Hildeberto MENDONCA Oscar SERRATE Kênia Soares SOUSA Adrian STANCIULESCU Caroline THILL Yves WAUTELET Marco WINCKLER Olaf WITKOWSKI Luh YEN Thi Ai Vi TRAN</p>	<p>Jérôme CALLUT Adrien COYETTE Suzanne KIEFFER Michael MARISSA François FOUSS Duy Tai NGUYEN (<i>Part-time, also in CESCO</i>)</p>

4.3. Top publications during 2003-2007

- Jureta I., S. Faulkner & P.-Y. Schobbens (2008), "Clear Justification of Modelling Decision for Goal-Oriented Requirements Engineering", *Requirements Engineering Journal*, 13 (2), pp. 87-115.
- Fouss F., A. Pirotte, J.-M. Renders & M. Saerens (2007), "Random-walk computation of similarities between nodes of a graph, with application to collaborative recommendation", *IEEE Transactions on Knowledge and Data Engineering*, 19 (3), pp. 355-369.
- Castiaux A. (2007), "Radical innovation in established organizations: Being a knowledge predator", *Journal of Engineering and Technology Management*, 24, pp. 36-52.

- Thiran Ph., J.-L. Hainaut, G.-J. Houben, D. Benslimane (2006), "Wrapper-based Evolution of Legacy Information Systems", ACM Transactions on Software Engineering and Methodology (TOSEM), 15 (4), pp. 329-359.
- Calvary G., J. Coutaz, D. Thevenin, Q. Limbourg, L. Bouillon, J. Vanderdonckt (2003), "A Unifying Reference Framework for Multi-Target User Interfaces", Interacting with Computers, 15 (3), pp. 289-308.

4.4. Figures



4.5. Doctoral dissertations completed in 2007

- ✓ COYETTE Adrien : *A Methodological Framework for Multi-Fidelity Sketching for User Interfaces* – Louvain-La-Neuve – J. Vanderdonckt, M. Kolp
- ✓ FOUSS François: *Measures of similarity on graphs: Investigation and application to collaborative recommendation* – Louvain-La-Neuve – M. Saerens
- ✓ NGUYEN Duy Tai: *A Methodological Framework for Developing and Composing Business Services* – Louvain-La-Neuve – M. Kolp (see above CESCO)

5. Center on Consumers, Markets and Society (CCMS)

5.1. Presentation

The Center on Consumers, Markets and Society (CCMS) focuses on both the demand and supply sides of marketing. Both perspectives are investigated into the light of ethics and responsibilities of any partner in a vast range of marketing transactions or activities.

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

To provide a comprehensive understanding of consumers, we aim at both individuals and groups, young people, teens and adults as well as neglected segments like disabled people or consumer activists. Original fields of research such as leisure, culture and tourism are included. The focus will be the consumption in itself or the shopping behaviour. Aspects related to judgments and decision making and reactions (cognitive and affective) to persuasive communications or responsible consumption and social marketing are included as well. Collaborations between CCMS' members on these issues already exist (many issues are interrelated) and more synergies will be created and made possible by the creation of the CCMS.

In order to study the markets, companies and intermediaries, a comprehensive point of view is adopted too and justified by the past, current and future activities of the CCMS' members. In addition, the study of the markets is not independent from the study of consumers, these two "sides" being connected. The research agenda includes internationalisation and globalization, efficiency of offline and online market/retail channels, price and promotion management, advertising and communication, brand and product management, performance diagnosis through a TQM (total quality management) approach. Again these issues are not studied in isolation, collaborations and synergies already exist and will be reinforced by the creation of the CCMS.

More globally, activities of the CCMS articulate around the following ones: scientific research, participation to symposia and conferences, publications of international level, training and supervision of doctoral students, hosting of researchers and of guest professors, involvement in national and international research networks, organization of seminars and symposia, executive education and business partnerships.

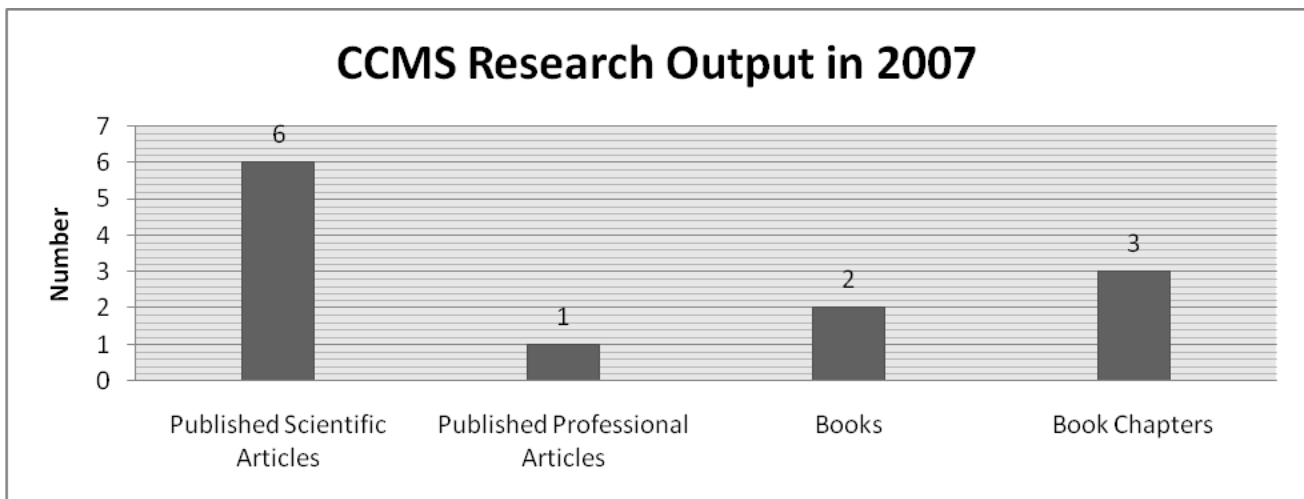
5.2. Members

Senior researchers	Junior researchers	Post-doc researchers
<p>Alain DECROP Christian DERBAIX Olivier DE BROQUEVILLE Chantal DE MOERLOOSE Maarten GIJSEMBERG Fabienne GUERRA Anne-Cécile JEANDRAIN Claude PECHEUX Patrick SCARMURE Isabelle SCHUILING Nadia SINIGAGLIA Valérie SWAEN Pietro ZIDDA</p>	<p>Stéphanie ABS Anne-Laure BARTIER Max BIENFAIT Karine CHARRY Isabelle COPPENS Maud DERBAIX Kenneth DE ROECK Nicolas FIRZLI Chloé GENTILINI Mehdi GHERBI Marie KINDT Emerence LEHEUT François MAON Patricia NISOL Friedrich PÉTRÉ Jean-Marc ZIEGLER</p>	<p>Caroline DUCARROZ</p>

5.3. Top publications during 2003-2007

- Decrop A. and C. Pecheux, 2007, «La prise de décision dans les groupes d'amis: Une étude exploratoire», in Recherche et Applications en Marketing, Vol. 22, Issue 2.
- Chumpitaz R. and V. Swaen, 2004, «La qualité perçue comme déterminant de la satisfaction des clients en business-to-business. Une étude empirique dans le domaine de la téléphonie », in Recherche et Applications en Marketing, Vol. 19, Pages 31-52.
- Decrop A. and D. Snelders, 2004, «Planning the summer vacation: An adaptable and opportunistic process», in Annals of Tourism Research, Vol. 31, Issue 4, Pages 1008-1030.
- Derbaix C., A. Strazzieri, M. Dwight, and R. L. Kahle, 2004, «Introduction to the special issue on marketing communications and consumer behavior», in Journal of Business Research, Vol. 57.
- Derbaix C. and C. Pecheux, 2003, «A New Scale to Assess Children's Attitude toward TV Advertising», Journal of Advertising Research.

5.4. Figures



5.5. Doctoral dissertation completed in 2007

- ✓ DUCARROZ Caroline: *Essays on Online Auction Design and Bidding Behavior* – Mons – P. Scarmure, N. Sinigaglia

5.6. Chairs and large partnerships

The chairs associated with the CCMS are listed below:

- Belgacom Chair in Corporate Social Responsibility (340,000 EUR; holder: Prof. Swaen)
- Suez Partnership in Marketing (90,000 EUR; holder: Jan Noterdaeme)

Chapter 2: Research Projects at the Louvain School of Management

CESCM - Center for Supply Chain Management

www.lsm.be/cescm/

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

CHEVALIER, P., VAN DEN SCHRIECK, J.-C. «Optimizing the staffing and routing of small size hierarchical call-centers », *Production and Operations Management*, forthcoming

TANCREZ, J-S., SEMAL, P., CHEVALIER, P. (2007) « Histogram based bounds and approximations for production lines », *Workshop in Logistics and Supply Chain Management*, Louvain la Neuve.

BRUSSET, X. (2006) « Impact of information and coordination on transport procurement », in DE KOSTER, R., DELFMANN, W. (Eds.), *Supply Chain Management -- European Perspectives*, Frederiksberg, Copenhagen Business School Press, 30 p.

POCHET, Y., WOLSEY, L.A. (2006) *Production Planning by Mixed Integer Programming*, New York, Springer, 527 p.

AGRELL, P.J., BOGETOFT, P., TIND, J. (2005) « Dynamic DEA and Yardstick Regulation in Scandinavian Electricity Distribution », *Journal of Productivity Analysis*, vol. 23, pp. 173-201.

AGRELL, P.J., NORRMAN, A. (2004) « Understanding Supply Chain Risk Sharing: A Three-tier Principal-Agent Approach », *Proceedings of the 16th Annual Conference for Nordic Researchers in Logistics*, Linköping, Sweden, pp. 17-31.

AGRELL, P.J., LINDROTH, R., NORRMAN, A. (2004) « Risk, Information and Incentives in Telecom Supply Chains », *International Journal of Production Economics*, vol. 90, pp. 1-16.

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

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

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www.core.ucl.ac.be

Optimization models in management

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

Senior scientists:

- Per AGRELL
- Philippe CHEVALIER
- François GLINEUR
- Laurence WOLSEY

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

CHEVALIER, P., VAN DEN SCHRIECK, J-C. «Optimizing the staffing and routing of small size hierarchical call-centers. », *Production and Operations Management, forthcoming*

POCHET, Y., WOLSEY, L.A. (2006) *Production Planning by Mixed Integer Programming*, New York, Springer, 527 p.

AGRELL, P J., BOGETOFT, P., TIND, J. (2005) « Dynamic DEA and Yardstick Regulation in Scandinavian Electricity Distribution. », *Journal of Productivity Analysis*, vol. 23, pp. 173-201.

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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Transport economics and network models

Senior scientists:

- ▶ Michel BEUTHE
- ▶ Bart JOURQUIN
- ▶ Sabine LIMBOURG

Research Field and Subjects

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

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

Services & Consultancy

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

Representative Publications

BEUTHE M. and Ch. BIUFFIOUX, Analyzing qualitative attributes of freight transport from stated orders of preference experiment, *Journal of Transport Economics and Policy*, Vol. 42, Part 1, 105-128, *forthcoming*.

LIMBOURG S. and JOURQUIN B., Rail-Road terminal locations: aggregation errors and best potential locations on large networks, *European Journal of Transport and Infrastructure Research*, Vol 7, n°4, pp 317-334, 2007.

BEUTHE M., A comment on W.Weï and M.Hansen's "An aggregate demand model for air passenger traffic in the hub-and-spoke network", *forthcoming in Transportation Research A*, 2007.

WITLOX F., DULLAERT W. and JOURQUIN B., Fostering transport and logistics research in the Benelux countries, *Transportation Planning and Technology*, Vol 30, pp 325-329, 2007.

JOURQUIN B. and M. BEUTHE, A decade of freight transport modelling with virtual networks: Acquired experiences and new challenges, in *Spatial Dynamics, Networks and Modelling*, Edward Elgar, 181 – 200, 2006.

JOURQUIN B. and S. LIMBOURG, Equilibrium traffic assignment on large virtual networks: Implementation issues and limits for multi-modal freight transport, *European Journal of Transport and Infrastructure Research*, 6, n°3, 205-228, 2006.

JOURQUIN B., P. RIETVELD and K. WESTIN (ed.), *Towards better performing transport networks*, Routledge, Taylor and Francis Group, 2006.

JOURQUIN B., A multi-flow multi-modal assignment procedure on large freight transportation network, *Studies in regional Science*, Vol. 35, n°4, 929-946, 2005.

Partnerships & Scientific collaborations

- BELSPO project LIMOBEL (2007-2001) 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 U Hasselt. The objectives of this project are to find ways to enhance the growth of intermodal barge and rail transport.
- BELSPO project ADICCT (2007-2001) 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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Multi-Modal Transportation and Supply Chain Management

Senior scientists:

- Xavier BRUSSET
- Yves WAUTELET
- Jean-Charles LANGE
- Bart JOURQUIN
- Galina IASSINOVSKAIA
- Fabio USAI
- Alassane NDIAYE
- Charlemagne DANO

Research Field and Subjects

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

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

Representative Publications

X.BRUSSET, *Endogenous choice of procurement contracts in a supply chain*, 2007, in De Koster and W.Delfmann, *Managing Supply Chains — a European perspective*, Copenhagen Business School Press,

X.BRUSSET, *Impact of information and coordination on transport procurement*, 2006, in De Koster and W.Delfmann, *Supply Chain Management -- European*

Perspectives, Copenhagen Business School Press.

Partnership & Scientific collaboration

TransLogisTIC Research Project

KEY WORDS FOR R&D

Multi-modal tracking
Information sharing
Collaboration
Algorithmic optimization

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CESAM - Center for Studies in Asset Management

www.lsm.be/cesam/

Managing Credit Risk

Research Field and Subjects

The recent turmoil in the financial markets has brought the cluster effect of credit events into public sight and increased the importance of credit risk diversification in loan and bond portfolios. This research therefore focuses on credit spreads, and studies their correlation structure.

In the past two decades, numerous credit derivatives were launched to capture the need to hedge credit risk. These new products give companies and financials the opportunity to manage credit risk in a similar way as they do market risk. The most popular one, the Credit Default Swap, has experienced an exponential growth. We study this product, analyze the pricing of this financial derivative and now focus its on the market performance. More specifically, we are now investigating whether credit events exhibit industry and/or country effects.

Services & Consultancy

- Banks
- Investment Companies

Senior scientist:

▸ Anouk CLAES

Representative Publications

J. ANNAERT, A. G.P. CLAES and Marc J.K. DE CEUSTER, *Inter-temporal Stability of the Credit Spread Co-Movement Structure*, European Journal of Finance, 12/1, 23-32, 2006.

A. G.P. CLAES and Marc J.K. DE CEUSTER, *Single Name Credit Default Swap Valuation: A Review*. - In: Credit Risk: Models, Derivatives and Management, Niklas Wagner [edit.], Chapman & Hall / Crc Financial Mathematics Series, *forthcoming*.

Partnership & Scientific collaboration

- University of Antwerp

KEY WORDS FOR R&D

Credit Risk
Credit Spreads
Credits Spread Correlation Structure
Credit Default Swaps

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Financial Market Quality

Senior scientists:

- ▶ Rudy DE WINNE
- ▶ 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

L. BAUWENS, F. GALLI and P. GIOT. *Moments of the Log-ACD model. Quantitative and Qualitative Analysis in Social Sciences 2, forthcoming.*

C. MAJOIS. *Transparence et microstructure des marchés : une revue de littérature. Finance, forthcoming.*

M. PETITJEAN and J. WAELPUT. *Volume and capital rotation on Alternext. Revue Bancaire et Financière, forthcoming.*

R. DE WINNE and C. D'HONDT. *Hide-and-Seek in the Market: Placing and Detecting Hidden Orders. Review of Finance 11, 663-692, 2007.*

C. D'HONDT and J.-R. GIRAUD. *Cash Equity Transaction Cost Analysis: State of the art ... and beyond. Journal of Asset Management 7, 216-241, 2006.*

C. D'HONDT and J.-R. GIRAUD. *MiFID: Convergence towards a Unified European Capital Markets Industry. Risk Books, 2006.*

P. GIOT and J. GRAMMIG. *How large is liquidity risk in an automated auction market? Empirical Economics 30, 867-887, 2006.*

L. BAUWENS, P. GIOT, J. GRAMMIG and D. VEREDAS. *A comparison of financial duration models via density forecasts. International Journal of Forecasting 20, 589-609, 2004.*

R. DE WINNE. *Le marché des marchés boursiers: mécanismes d'échange et défis concurrentiels. Revue Bancaire et Financière 4, 187-192, 2004.*

P. GIOT and L. BAUWENS. *Asymmetric ACD model: introducing price information in the ACD model. Empirical Economics 28, 709-731, 2003.*

C. D'HONDT and C. MAJOIS. *Concurrence entre marchés boursiers : la transparence crée-t-elle la liquidité ? Revue Bancaire et Financière 4, 206-213, 2003.*

R. DE WINNE and C. D'HONDT. *La liquidité du Bel20 mesurée par la valeur optionnelle du carnet d'ordres. Revue Bancaire et Financière 4, 256-262, 2003.*

R. DE WINNE and C. MAJOIS. *A Comparison of Alternative Spread Decomposition Models on Euronext Brussels*. Brussels Economic Review 46, 91-135, 2003.

Awards

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

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Trading costs
Liquidity
Transparency
MiFID
Price discovery
Market efficiency
Hidden orders

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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, a staffing model to explain the size of the internal audit function is built. Fourth, the use and compliance with the internal auditing standards 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

ALLEGRI, M., D'ONZA, G., MELVILLE, R., PAAPE, L. and SARENS, G., « Common Body of Knowledge in Internal Auditing: A State of the Art in Europe, European », Confederation of Institutes of Internal Auditing, *forthcoming*.

VAN GILS, D., SARENS, G., DE VISSCHER, C. and SPANHOVE, J., « La régulation des activités d'audit interne dans les

différentes autorités publiques belges », *Pyramides, forthcoming*

VANGANSBEKE, E., EVERAERT, P., SARENS, G. and DE BEELDE, I. « Audit committees in listed companies: an international comparison of composition and meetings », *Corporate Ownership & Control, forthcoming*.

SARENS, G. and DE BEELDE, I. (2006) « Internal auditors' perception about their role in risk management: Comparison between Belgian and US companies », *Managerial Auditing Journal*, vol. 21, n° 1, pp. 63-80.

ALLEGRI, M., D'ONZA, G.; MELVILLE, R., PAAPE, L. and SARENS, G., (2006) « The internal audit profession in Europe: a literature review », *Managerial Auditing Journal*, vol. 21, n° 8, pp.845-853.

SARENS, G. and DE BEELDE, I. (2006) « Building a research model for internal auditing: insights from literature and theory specification cases », *International Journal of Accounting, Auditing and Performance Evaluation*, vol. 3, n° 4, pp. 452-470.

SARENS, G. and DE BEELDE, I. (2006) « The relationship between internal audit and senior management: an analysis of expectations and perceptions », *International Journal of Auditing*, vol. 10, n° 3, pp. 219-241.

CHRISTOPHER, J., SARENS, G. and LEUNG, P. (2009), « A critical analysis of the independence of the internal audit function: evidence from Australia », *Accounting, Auditing & Accountability Journal*, vol. 22, n° 2, *Forthcoming*.

SARENS, G. (2009), « Editorial note – Internal auditing research: where are we going? », *International Journal of Auditing*, vol. 13, n° 1, Forthcoming.

Awards

- Best paper price on the Fourth European Academic Conference on Internal Audit and Corporate Governance, London, April 2006.
- Best paper price on the Bi-Annual Conference of the South-African Accounting Association, Johannesburg, 2008.

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Internal auditing
Corporate governance
Risk management
Internal control

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International finance

Research Field and Subjects

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

Services & Consultancy

- Central banks
- International Institutions

Representative Publications

C. LECOURT, J.Y. GNABO, Michel BEINE and Oscar BERNAL. *Intervention Policy of the Boj: A Unified Approach*. Journal of Banking and Finance.

C. LECOURT, J.Y. GNABO and S. LAURENT (2007), *Does Transparency in Central Bank Intervention Policy Bring Noise to the Market? The Case of the Bank of Japan*. Journal of International Financial Markets, Institutions & Money.

J.Y. GNABO and J. TEILETCHE (2007), *Foreign-Exchange Intervention Strategies and Market Expectations: Insights from Japan*. Journal of International Financial Markets, Institutions & Money.

Senior scientists:

- Christelle LECOURT
- Jean-Yves GNABO

J.Y. GNABO, L. de MELLO and D. MOCCERO (2007), *Interdependencies Between Monetary Policy and Foreign Exchange Intervention Under Inflation Targeting: The Case of Brasil and the Czech Republic*. OECD Working Paper

C. LECOURT, J.Y. GNABO How Transparent is the Intervention Exchange Rate Policy of the Bank of Japan? *Economie Internationale*.

C. LECOURT, Michel BEINE and Gust JANSSEN, (2007) *Should central bankers talk to the FX market*. Journal of International Money and Finance.

Partnerships & Scientific collaborations

- OECD
- University Paris Dauphine
- University of Luxemburg
- University Paris X-Nanterre

KEY WORDS FOR R&D

*Central bank intervention
Communication policy
Monetary policy
Sterilization*

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

Research Field and Subjects

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

Services & Consultancy

- Occasional trainings (lectures on economics) for civil servants from the Belgian Treasury (2003, 2004, 2006)
- Fundação para a Cienca e a Tecnologia (Portugal), selection of research projects in economics and management, November 2004.

Representative Publications

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

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

Senior scientist:

▸ Natacha Gilson

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

Partnerships & Scientific collaborations

- Belgian Federal Planning Bureau
- OFCE (Paris)
- University « Pierre Mendès France », Grenoble

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

Senior scientist:

► Marcel GERARD

Research Field and Subjects

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

Regarding the taxation of capital income, the focus is also on tax competition and coordination; especially we analyze the EU saving directive and possible alternatives to that way of taxing capital income, including reforms inspired by the Dutch, Nordic and US systems.

Services & Consultancy

- Occasional consultancy for the EU Commission (Taxud) and the OCDE

Representative Publications

M. GERARD, "L'imposition des entreprises multinationales en Europe, à propos d'un rapport de la Commission européenne", *Revue Economique*, 54 (3), pp. 489-498, 2003.

M. GERARD and M. - F. GILLARD, "Taxation, Financial intermodality and the least taxed path for circulating income within a multinational enterprise", *Annales d'Economie et de Statistique*, 75-76, pp. 89-107, 2004.

M. GERARD and F. RUIZ, "Marginal, Average and Related Effective Tax Rate Concepts", in : V. Kanninen and S. Kari (eds), *Taxation, Economic Policy and the Economy*, University of Tampere, Tampere, pp. 17-39, 2005.

M. GERARD, "The US Qualified Intermediaries and some EU Tax Innovations: Stones to build up a New System of International Savings Taxation", *Proceedings of the 97th (2004) Conference of the National Tax Association*, pp. 215-220, 2005.

M. GERARD, "The Challenge of Taxing Multijurisdictional Companies in Europe", *Tax Notes Int'l*, 40 (13), December 26, pp. 1169-1173, 2005.

M. GERARD, "Belgium moves to Dual Allowance for Corporate Equity", *European Taxation*, 4 (April), pp. 156-162, 2006.

M. GERARD et J. MARTENS WEINER, "Comment la compensation internationale des pertes et la répartition proportionnelle des revenus imposables peuvent affecter les choix des multinationales et la concurrence fiscale", *Économie et Prévision*, n° 173, pp. 65-77, 2006.

M. GERARD, "Reforming the taxation of multijurisdictional enterprises in Europe: a tentative appraisal", *European Economy, Economic Papers of the DG Economy and Finance*, EU Commission, 265, 47p, 2006.

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M. GERARD, "Reforming the Taxation of Multijurisdictional Enterprises in Europe", *CESifo Economic Studies*, 53, 329-361, 2007.

M. GERARD et C. VALENDUC, « La politique fiscale sous contraintes », in M. Castanheira et J. Hindriks, éd., « Politique économique pour la Belgique, enjeux et réformes », *Reflets et Perspectives de la vie économique*, 46(1-2) 2007.

RUIZ, F. and M. GERARD, "Summary, Description, and Extensions of the Capital Income Effective Tax Rate Literature", in C. Read and G. Gregoriou, éd., *International Taxation Handbook*, North Holland, chapter 2, 2007.

PRINCEN, S. and M. GERARD, "International Tax Consolidation in the European Union: Evidence of Heterogeneity", *European Taxation*, forthcoming

KEY WORDS FOR R&D

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

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Economics and Management of Higher Education and Research

Senior scientists:

- Marcel GERARD
- Natacha GILSON

Research Field and Subjects

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

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

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

Services & Consultancy

- Occasional consultancy for the European Investment Bank

Representative Publications

M. GERARD, "Enseignement supérieur et mobilité, l'interpellation du passager clandestin", in M. Gérard et V. Vandenberghe, éd., "L'enseignement supérieur après Bologne", *Reflets et Perspectives de la vie économique*, 45(2), pp. 83-89, 2006.

M. GERARD, "Le financement des études supérieures transfrontalières", *Revue d'Economie Politique*, 116(6), pp. 789-796, 2006, reproduit dans *Problèmes économiques*, N° 2.920 du 28 mars 2007.

M. GERARD, "Financing Bologna: which country will pay for foreign students?", *Education Economics*, 15(4), pp. 441 – 454, 2007.

M. GERARD et V. VANDENBERGHE, « Mobilité étudiante en Europe : une idée qui mérite mieux que des quotas », *Regards Economiques*, 54, Septembre, 2007.

M. GERARD et V. VANDENBERGHE, 2007b, « Financement de l'enseignement supérieur et mobilité du capital humain en Europe » in F. Docquier et F. Thys-Clément, éd., *Education et Force de Travail, Rapport de la Commission 1 au 17^{ème} Congrès des Economistes belges de langue française*, 2007.

M. GERARD, "Higher Education, Mobility and the Subsidiarity Principle", in G. Gelauff, I. Grilo and A. Lejour, eds, *Subsidiarity and Economic Reform in Europe*, Springer, forthcoming

M. GERARD, "Financing Bologna, the Internationally Mobile Students in

European Higher Education" *CESifo*, Munich, WP 2391, *forthcoming*.

M. GERARD, N. GILSON and F. RUIZ, "Higher Education and Firms: on the interaction between research and regional policies", mimeo ; *forthcoming*.

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

KEY WORDS FOR R&D

*Higher Education
Research
Mobility
European Union
Contingent loans
Bhagwati tax*

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Venture capital and private equity

Research Field and Subjects

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

Services & Consultancy

- Union Wallonne des Entreprises
- Pricewaterhousecoopers Luxembourg

Representative Publications

Schwienbacher, A. "Venture Capital Exits" (2008), Chapter of Companion to Venture Capital (Robert W. Kolb Companion to Finance Series): Wiley/Blackwell (Ed. D. Cumming), *forthcoming*

Schwienbacher, A. "Innovation and Venture Capital Exits" , Economic Journal 118 (533), *forthcoming*

Cumming, D., G. Fleming, A. Schwienbacher, "Financial Intermediaries, Ownership Structure and Monitored Finance: Evidence from Japan", Small Business Economics, *forthcoming*

Schwienbacher, A. "Venture Capital Investment Practices in Europe and in the United States" (2008), Financial Markets and Portfolio Management, *forthcoming*

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

Schwienbacher, A., "Capital-risque en Wallonie: l'offre est-elle suffisante et bien

Senior scientists:

- Pierre GIOT
- Armin SCHWIENBACHER
- Charles VAN WYMEERSCH

ciblée ?", Finance Management, *forthcoming*

Giot, P., A. Schwienbacher, "IPOs, Trade Sales and Liquidations: Modelling Venture Capital Exits Using Survival Analysis," with P. Giot (2007), Journal of Banking & Finance 31 (3), pp. 679-702

Schwienbacher, A., "A Theoretical Analysis of Optimal Financing Strategies for Different Types of Capital-Constrained Entrepreneurs" (2007), Journal of Business Venturing 22 (6), pp. 753-781

Schwienbacher, A., "International Capital Flows into Private Equity Funds" (2007), Maandblad voor Accountancy en Bedrijfseconomie 7/8, pp. 335-343

Cumming, D., G. Fleming, A. Schwienbacher, "The Structure of Venture Capital Funds" (2007), Chapter 5 of Handbook of Research on Venture Capital: Edward Elgar, pp. 155-176

Cumming, D., G. Fleming, A. Schwienbacher, "Legality and Venture Capital Exits" (2006), Journal of Corporate Finance 12, pp. 214-245

Riyanto, Y.E., A. Schwienbacher, "The Strategic Use of Corporate Venture Financing for Securing Demand" (2006), Journal of Banking & Finance 30 (10), pp. 2809-2833

Cumming, D., G. Fleming, A. Schwienbacher, "Liquidity Risk and Venture Capital Finance" (2005), Financial Management 34 (4), pp. 77-105

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Venture capital
Entrepreneurial finance
Investment funds
Private equity
Leveraged buyout

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Managing risk in financial intermediaries

Senior scientists:

- 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

P. GIOT and S. LAURENT. *The information content of implied volatility in light of the jump/continuous decomposition of realized volatility* Journal of Futures Markets 27, 337-359, 2007.

P. GIOT and J. GRAMMIG. *How large is liquidity risk in an automated auction market?* Empirical Economics 30, 867-887, 2006.

P. GIOT. *Implied volatility indexes and daily Value-at-Risk models.* Journal of Derivatives 12, 54-64, 2005.

P. GIOT and S. LAURENT. *Modelling daily VaR using realized volatility and ARCH type models.* Journal of Empirical Finance 11, 379 - 398, 2004.

P. GIOT and S. LAURENT *Value-at-Risk for long and short trading positions.* Journal of Applied Econometrics 18, 641-663, 2003.

P. GIOT. *The information content of implied volatility in agricultural commodity markets.* Journal of Futures Markets 23, 441-454, 2003.

Ph. GREGOIRE: *Risk Attribution* (pp. 309-329) in *Advanced Portfolio Attribution Analysis*; RiskBooks 2007 edited by Carl Bacon.

Ph. GREGOIRE and H. VAN OPPENS: *Risk Attribution* Journal of Performance Measurement, 67-77, Vol 11, Fall 2006.

Award

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

Partnerships & Scientific collaborations

- European Central Bank
- University of Tübingen

KEY WORDS FOR R&D

Risk management
Risk attribution
Market risk
VaR
Liquidity risk
Credit risk
Volatility
Implied volatility
Capital adequacy
Solvency

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Analysis of public policies intended to improve regional or country attractiveness for capital in a context of competition

Senior scientist:

▸ Marcel GERARD

Research Field and Subjects

In the last years, the opening of markets and the development of technology continued to increase the mobility of companies and investments worldwide. In this context, the public policies intended to attract capital, which are taken without a careful analysis of the possible reactions of rival States, can become quickly ineffective and surpassed by the reality.

Indeed, States (countries or regions) have a permanent choice between competition and negotiation (or cooperation) on various economic subjects. They have numerous instruments which they can implement to increase the visibility of their territory, as well as to attract mobile companies which look for new opportunities. We find in particular among those instruments the adaptations of fiscal systems and the limitations on the modalities of installation for foreign companies.

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

Representative Publications

M. Gérard and F. Ruiz. Marginal, average and related effective tax rate concepts. In *Taxation, Economic Policy and the Economy*, edited by V. Kanninen and S. Kari. University of Tampere, 2005.

M. Gérard and F. Ruiz. Interjurisdictional competition for higher education and firms. CESifo Working Paper, N° 1719, May 2006.

F. Ruiz. Convergence de l'impôt sur les sociétés dans l'Union Européenne. *Economie et Prévision*, 173, 2006/2.

F. Ruiz and M. Gérard. Summary, description and extensions of the capital income effective tax rate literature. In *International Taxation Handbook*, edited by G. Gregoriou and C. Read, Elsevier, 2007.

KEY WORDS FOR R&D

Tax competition
Public economics

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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

BESSY, C., BROUSSEAU, E., CHASERANT, C., COEURDEROY, R. (2005) « The Diversity of Technology Licensing Agreements And Their Causes », *LESI News Licensing Executives Society International*, Vol. 40, n° 6.

BROUSSEAU, E., COEURDEROY, R. (2005) « Combining Institutional and Contractual Mechanisms to Control Transactional Hazards Related to Transfers of Technology: an Empirical Analysis of Supervision Provisions in Technology Licensing Agreements », *International Journal of the Economics of Business*, vol. 11, n° 3, p. 425–446.

BROUSSEAU, E., COEURDEROY, R., CHASERANT, C. (2007) « The Governance of Contracts: Empirical Evidence on Technology Licensing Agreements », *Journal of Institutional and Theoretical Economics*, vol. 163, p. 205–235.

COEURDEROY R. (2007) *L'économie des organisations*, Paris, Vuibert, 187 p.

COEURDEROY, R. (2004) « Management stratégique et structure financière des entreprises : la question clef de l'innovation dans la décision d'ouverture en bourse du capital ». *Gestion2000*, vol. 21, n° 4, p. 75-86.

COEURDEROY, R., DUPLAT, V. (2007) « Technology Strategic Alliances and the Institutional Foundation of Networks », EMNet 2007, *Economics and Management of Networks*, Rotterdam.

Partnership & Scientific collaboration

- EconomiX
- Paris Nanterre

KEY WORDS FOR R&D

*Property rights
Licensing
Networks*

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Entrepreneurship

Senior scientists:

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- Benoît GAILLY
- Frank JANSSEN

Research Field and Subjects

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

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

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

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

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

Services & Consultancy

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

Representative Publications

COEURDEDOY, R., DURAND, R. (2004) « Linking Together First Mover advantage and Generic Strategies », *European Business Forum*, n° 13, pp. 57-61.

COEURDEROY, R., DURAND, R. (2004) « Leveraging the advantage of early entry: proprietary technologies versus cost leadership », *Journal of Business Research*, vol. 57, pp. 583-590.

CRIJNS, H., DE CLERCQ, D., JANSSEN, F., PIRNAY, F., SURLEMONT, B. (Eds.) (2004) *Entrepreneuriat : Etudes de cas*, Intersentia, Antwerp – Oxford.

DIAMBEIDOU, M.B., FRANCOIS, D., GAILLY, B., JANSSEN, F., VERLEYSEN, M., WERTZ, V. (2007) « Les trajectoires de croissance des jeunes entreprises », *Gestion 2000*, vol. 24, n° 3, pp. 83-102

FAYOLLE, A., GAILLY, B., et al. (2006). « Assessing the impact of entrepreneurship education programmes: a new methodology », *Journal of European Industrial Training*, vol. 30, n° 9, pp. 701-720.

FAYOLLE, A., GAILLY, B., et al. (2006). « Effect and Counter-effect of Entrepreneurship Education and Social Context on Student's Intentions/Efectos de la formación y el contexto social sobre las intenciones empresariales de los estudiantes. » *Estudios de Economía Aplicada*, vol. 2, pp. 509-523.

FAYOLLE, A., GAILLY, B., et al. (2007). «Towards A New Methodology to Assess Entrepreneurship Teaching Programmes », in FAYOLLE, A., *Handbook of research in entrepreneurship education*, Cheltenham, Edward Elgar, vol. 1, pp. 187-197.

GAILLY, B. (2004) « Les concours de plan d'affaires comme prédicteurs de réussite entrepreneuriale. », *Gestion 2000*, vol. 22, n° 5, pp. 25-37.

GAILLY, B. (2006) « Can you teach entrepreneurs to write their business plan? An empirical evaluation of business plan competitions. », in FAYOLLE, A., KLANDT, H., *International Entrepreneurship Education: Issues and Newness*, Cheltenham, Edward Elgar, chap. 1, pp. 133-154.

JANSSEN, F. (2005) « La conceptualisation de la croissance: L'emploi et le chiffre d'affaires sont-ils des représentations interchangeable d'un même phénomène? », *Gestion 2000*, vol. 22, n° 6, pp. 267-291.

JANSSEN, F. (2006) « The impact of the environment on employment growth: an empirical study of Belgian SMEs », in BALIAMOUNE-LUTZ, M., NOWAK, A. Z., STEAGALL, J. (Eds.), *Global Economy – How it works: different cases, different results*, Warsaw, WWZ, pp. 318-338.

JANSSEN, F. (2006), «Do managers' characteristics influence the workforce growth of SMEs?», *Journal of Small Business and Entrepreneurship*, vol. 19, n° 3, pp. 293-315.

JANSSEN, F., EECKHOUT, V. (2005) « L'interdisciplinarité dans les programmes universitaires de formation à l'entrepreneuriat: le cas de l'Université catholique de Louvain », in SCHMITT, C. (Ed.), *Université et entrepreneuriat: une relation en quête de sens*, Paris, L'Harmattan, pp. 219-249.

JANSSEN, F., EECKHOUT, V., GAILLY, B. (2007). « Interdisciplinary Approaches in entrepreneurship education programmes », in FAYOLLE, A., *Handbook of research in entrepreneurship education*, Cheltenham, Edward Elgar, vol. 2, pp; 148-165.

BACQ, S. ET JANSSEN, F., « L'entrepreneuriat social, enfant terrible ou fils légitime? », in Schmitt, C. (Ed.), *Regards sur l'Evolution des Pratiques Entrepreneuriales*, Presses de l'Université du Québec, *forthcoming*

JANSSEN, F. ET SCHMITT, C., « La formation en entrepreneuriat : un outil particulier pour aborder l'évolution des pratiques entrepreneuriales », in Schmitt, C. (Ed.), *Regards sur l'Evolution des Pratiques Entrepreneuriales*, Presses de l'Université du Québec, *forthcoming*

JONES, S., DENSLOW, D., JANSSEN, F., ZU KNYPHAUSEN-AUFSEB, D., LLOPIS, J., SHINNAR, R. and TONEY, B., « Teaching international entrepreneurship through student exchange: observations, obstacles and recommendations », *Journal of Entrepreneurship Education*, *forthcoming*

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*

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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

BYOSIERE, P., VAS, A. (2003) « Beyond the Zero Sum Game of Diffusion of Innovation : The Interaction of Social Networks and Organizational Knowledge », *19^{ème} Conférence Internationale de European Group of Organizational Studies (EGOS)*, Copenhagen, Denmark, July 2003

BYOSIERE, P., VAS, A. (2004) « Understanding diffusion of Innovation through the Interaction of Social Networks and Organizational Knowledge », *Hawaii International Conference on International Business*, Honolulu, Hawaii, USA, June 2004.

COEURDEROY R. (2007) *L'économie des organisations*, Paris, Vuibert, 187 p.

COEURDEROY R., DUPLAT V. (2007) « Technology Strategic Alliances and the Institutional Foundation of Networks », *EMNet 2007, Economics and Management of Networks*, Rotterdam.

VAS, A. (2002) « Top Management skills in a context of endemic organizational change : The Case of Belgacom », *Journal of General Management*, vol. 27, n° 1, pp. 71-89.

VAS, A. (2005) « Dossier spécial : le changement stratégique dans tous ses états », *Gestion 2000*, vol. 22, n°5, pp. 19-26.

VAS, A. (2005) « La vitesse de propagation du changement au sein des grandes organisation », *Revue Française de Gestion*, vol. 31, n° 155, pp. 135-151.

VAS, A. (2005) « Les processus de changement organisationnel à l'épreuve des faits : une approche multiparadigmatique », *Management International*, vol. 9, n° 2, pp. 21-36.

VAS, A. (2005) « Revisiter la résistance au changement aux différents niveaux hiérarchiques : une étude exploratoire », *Gestion 2000*, vol. 22, n° 5, pp. 131-154.

VAS, A. (2006) « Les attributs du changement comme facteur de résistance : une approche diachronique », *Conférence Internationale de l'Association Internationale de Management Stratégique*, Annecy, France.

VAS, A. (2007) *Exploring the speed of strategic change propagation*, Academy of Management, Philadelphia.

VAS, A., COEURDEROY, R. (2005) *Explaining factors affecting the speed of organizational innovation diffusion : a survival model*, Academy of Management, Honolulu.

VAS, A., INGHAM, M. (2004) « Organizational change : Open your eyes and use a wide angle lens », *European Business Forum*, vol. 16, pp. 60-64.

Awards

- VAS, A., Laureate second prize of the « Best Dissertation Award », Association Internationale de Management Stratégique (AIMS-FNEGE), 2003.
- VAS, A., Best Paper Competition Finalist, Booz Allen-Hamilton Fellowship, at the 20th Strategic Management Society Conference, Vancouver, October, 2000.

Partnerships & Scientific collaborations

- HEC Montréal, CETO
- ERASMUS UNIVERSITY, Strategic Renewal Center, Rotterdam
- CENTIVE, Cass Business School, London.

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
- Pierre-Paul VAN GEHUCHTEN

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

REMAN, P., FELTESSE, P. (2003) « L'évolution de la gestion paritaire de la sécurité sociale en Belgique », *Reflets et Perspectives de la vie économique*, vol. XLII, n° 4, pp. 101-113.

VAN GEHUCHTEN, P.P., DUMONT, H. (Eds) (2003) Dossier « Actualités constitutionnelles de la construction européenne », *Droit et société*, vol. 53, pp. 9-134.

VAN GEHUCHTEN, P.-P., DEMEZ G. (2005) « La participation des travailleurs dans la

société européenne », in Centre d'études Jean Renaud, *La société européenne*, Bruxelles, Bruylant, pp. 213-255.

LEONARD, E. (2005) « Governance and concerted regulation of employment in Europe », *European Journal of Industrial Relations*, vol. 11, n° 3, pp. 307-326.

LEONARD, E., REMAN, P. (2005) « 'Jobs, jobs, jobs', Ambivalence of concerted change for employment in Europe », *Transfer*, vol. 10, n° 4, pp. 552-568.

REMAN, P., CAPRON, M. (2006) « Vers un modèle belge de flexibilité », *La Revue Nouvelle*, n° 7-8, pp. 53-62, July August 2006.

CRESSEY, P., GOLD, M., LEONARD, E. (2007) « Whatever Happened to Social Dialogue? From partnership to managerialism », *European Journal of Industrial Relations*, vol. 13, n° 1, pp. 7-25.

LEONARD, E., ERNE, R., MARGINSON, P., SMISMANS, S. (2007) *New structures, forms and processes of governance in European industrial relations*, Report for the European Foundation for the Improvement of Living and Working Conditions, Luxembourg, Office for Official Publications of the European Communities, 96 p.

VAN GEHUCHTEN, P.-P., REYNIERS, P. (2007) « Information et consultation des travailleurs - de quelques paradoxes du droit du travail à la lumière de la directive 2002/14 », *Revue du droit de l'Union européenne*, vol. 1, pp. 15-40.

LEONARD, E. (2008) "European sectoral social dialogue : An analytical framework",

European Journal of Industrial Relations,
14 (4), 401-419.

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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www.uclouvain.be/opes
www.uclouvain.be/trav

Comparative industrial relations

Research Field and Subjects

The Institut des Sciences du Travail (IST) has developed an expertise in comparative industrial relations in Europe, in the context of the European integration, and specifically of the development of the European social dialogue.

European integration impacts the national systems of industrial relations and creates increased inter-dependency between national institutions.

The research projects, conducted in the field, analyse and compare the developments in collective bargaining structures and processes, mainly at cross-industry and at sector level, in the member states of the European Community. They also analyse developments at the European level.

The expertise includes adapted methodology to collect empirical data that are comparable across the countries.

Services & Consultancy

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

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

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

Representative Publications

Senior scientists:

- Evelyne LEONARD
- Armand SPINEUX

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>)

LEONARD, E., ERNE, R., MARGINSON, P., SMISMANS, S. (2007) *New structures, forms and processes of governance in European industrial relations*, Report for the European Foundation for the Improvement of Living and Working Conditions. Luxembourg: Office for Official Publications of the European Communities, 96 p.

CRESSEY, P., GOLD, M., LEONARD, E. (2007) « Whatever Happened to Social Dialogue? From partnership to managerialism », *European Journal of Industrial Relations*, vol. 13, n° 1, pp. 7-25.

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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What is a 'fair organisation'? Principles of justice in contemporary organisations

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

DE NANTEUIL, M. (2007) « Le paradoxe de la RSE ou comment (ne pas) en sortir », *Document de la Chaire Hoover d'éthique économique et sociales*, DOCH n° 174, Université Catholique de Louvain, 32 p.

DE NANTEUIL, M., CNOP, A. (2007) « Penser la justice dans les organisations : de Weber à Walzer », *Travailler*, Revigny-sur-Ornain, Media Martin, vol ; 18, n° 2, pp. 183-202.

Senior scientists:

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

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Ethics

Justice

Profit Organisations

Non-Profit Organisations

Work organisation

Corporate Social Responsibility

Values

Norms and normative conflicts

SENIOR SCIENTIST

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Corporate governance in SMEs

Research Field and Subjects

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

Services & Consultancy

Conferences and consulting missions for SMEs and public organisations

Representative Publications

CERRADA, K., JANSSEN, F. (2006) « De l'applicabilité, des spécificités et de l'utilité d'un code de gouvernance d'entreprise pour les PME et les TPE: le cas de la Belgique», *Revue Internationale PME*, vol. 19, n° 3-4, pp. 164-193.

Senior scientist:

▸ Frank JANSSEN

Partnership & Scientific collaboration

Partnership with UQTR (Canada)

KEY WORDS FOR R&D

*Corporate growth
SMEs*

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

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

DE NANTEUIL, M. (2003) « Un Héritage inachevé ? Identité au travail et espace public chez Renaud Sainsaulieu », in *Construction d'identités, construction de sociétés*, Paris, LSCI-IRESO, pp. 194-201.

DE NANTEUIL, M. (2004) « Travail et subjectivité. Esquisse d'une politique de l'expérience », in GIOT J., KINABLE J. (Eds.), « Résistance au sujet, résistance du sujet », *Synthèse du colloque de Cerisy-La-Salle*, ERES.

DE NANTEUIL, M. (2007) « L'expérience sensible. Pour une phénoménologie du

Senior scientists:

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

travail et de l'espace public », in SERRANO, A. (Ed.), *Travail et subjectivité*, Madrid, Universidad Complutense y Autonoma.

DE NANTEUIL, M., POURTOIS, H. (2005) « L'Etat social actif : une réponse au défi de l'intégration par le travail ? », in CASSIERS, I., POCHET, P., VIELLE, P. (Eds.), *L'Etat social actif*, Bruxelles, Peter Lang, coll. Travail et société, pp. 323-350.

DE NANTEUIL, M., SCHOTS, M. (2004) « Flexibilité et décisions : quelles rationalités ? », in BEAUJOLIN-BELLET, R. (Ed.), *Flexibilité et performances*, Paris, La Découverte, pp. 91-111.

DE NANTEUIL, M., TASKIN, L. (2007) « La politique face au marché. Réguler la flexibilité dans une société d'individus », in Conseil de l'Europe (Ed.), *Concilier flexibilité du travail et cohésion sociale. Des idées pour l'action politique*, Presses du Conseil de l'Europe, pp. 193-216. Trad. anglaise: « Politics facing the market. Regulating labour flexibility in a society of individuals », in Council of Europe (Ed.), *Reconciling Labour Flexibility with Social Cohesion. Ideas for Political Action*, Council of Europe Publishing, pp. 179-201

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

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

BYOSIERE, P., VAS, A. (2003) «Beyond the Zero Sum Game of Diffusion of Innovation : The Interaction of Social Networks and Organizational Knowledge », *19^{ème} Conférence Internationale de European Group of Organizational Studies (EGOS)*, Copenhagen, Denmark.

SCHMIT, C., D'HOORE, W., VAS, A. (2007) «Initier le changement par le haut ou par le bas au sein d'organisations complexes : étude exploratoire en milieu hospitalier », *Conférence Internationale CALASS*, Marseille.

VAS, A., SCHMIT, C. (2006) «Les facteurs clés de succès dans l'initiation des itinéraires cliniques au sein des hôpitaux wallons », *séminaire de recherche ESP*, Louvain-la-Neuve, Université Catholique de Louvain.

Senior scientists:

- Alain VAS
- William D'HOORE

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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Exploring semantic fields

Research Field and Subjects

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

Representative Publications

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

Jacques J-M. , Wallemacq A., Jacques C., Laurent N., (2005) , Discourse and perception: multidisciplinary study of fields of cognitive experience, *Psyche*, 11, 1038 – 723X.

Wallemacq A., Jacques JM., (2005) Bruyninckx V., Dans le sillage des mots, Eds., P.U.N.

Senior scientists:

- ▶ Jean-Marie JACQUES
- ▶ Anne WALLEMACQ
- ▶ Nathanael LAURENT

Latiers M., Bruyninckx V., Wallemacq A., Laurent N., Jacques J-M., (2005) , Software, Springboard, Creativity, International Studies of Management and Organization , 36,1 , 26 – 43.

Wallemacq A., Jacques J.-M, Spaces of Thought, Spaces for Thought, (2006) in: Stephen Linstead and Alison Linstead (Eds), Thinking Organization, 39 – 61, Routledge.

Wallemacq A., Jacques J-M., Exploring semantic space, International Studies of Management and Organization, International Studies of Management and Organization, (forthcoming).

KEY WORDS FOR R&D

Cognitive mapping
Semantic mapping
Crisis & emergency management
Organisation structures

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[ge_view/presentation](http://www.fundp.ac.be/facultes/eco/departements/gestion/recherche/centres/recccom/pa/ge_view/presentation)

Change in organization: evolution, resilience and robustness

Research Field and Subjects

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

Representative Publications

Nathanaël Laurent, Jean-Marie Jacques, The role of resilience in complex system management: modeling evolution for better engineering *in* Resilience Engineering, Eds. Erik Hollnagel, François Pieri, Eric Rigaud, Presse de l'École de Mines, *forthcoming*

Jacques, Laurent, Evolution of complex systems before, during and after crisis *In* Natural hazards and risk reduction in

Senior scientists:

- Jean-Marie JACQUES
- Nathanael LAURENT

Europe: From Science to Practice. Editors: J. Schanze, N. Bischof, H. Modaressi, J.M. Jacques, G. Eftichidis. Publishers: Springer, *forthcoming*

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Crisis management
Change management
Resilience
Robustness
Organisation structures

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Coordination in emergency situations: Structures – Interactions - Sensemaking

Senior scientist:

▸ Jean-Marie JACQUES

Research Field and Subjects

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

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

Services & Consultancy

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

Representative Publications

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

J-M. JACQUES, C. LOBET and A. ROUSSEAU (2004). La modernisation de l'hôpital : kaléidoscopie du changement, Presses Universitaires de Namur.

J-L WYBO, J-M JACQUES, and M. POUMADÈRE (2006). *Using simulation of accidents to assess resilience capacities of organizations.*, in Hollnagel E. & Rigaud E. Eds, Resilience engineering, Les presses de l' Ecole Polytechnique de Montreal.

J-L WYBO and M. LATIERS (2006). Exploring complex emergency situations' dynamic: theoretical, epistemological and methodological proposals, *International Journal for Emergency Management*, 3 : 1, 40-51.

Bertels K., Jacques JM., Boman M., Risk and crises management in complex systems, Chapter 15, in Liljenström H. and Svedin U., Eds Micro-Meso-Macro : Adressing Complex System Couplings, 267-278, World Scientific

Jacques J-M., Gatot L., Wallemacq A. , (2007) A Cognitive Approach to Crisis Management in Organizations, in Roux - Duffort, Pearson, Clair, Handbook of crises management, Sage Publications, 161-192.

M. LATIERS and J-M JACQUES (2007) *Le travail d'articulation à distance en situation d'urgence : Perspective située*, XVI Conférence Internationale de Management Stratégique (AIMS), Montréal, June 7-9.

M. LATIERS and J-M JACQUES (2007) Investigating Emergency and Crisis Management Exercises: Methodology for Understanding the Different Safety Dimensions, (forthcoming) in *International Journal for Emergency Management*

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Crisis & emergency management
Organisation structures
Coordination
Observation methods
Cognition

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Archetypic systemic in organization: psychogenesis of organizational culture

Senior scientist:

▸ Jean-Marie JACQUES

Research Field and Subjects

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

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

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

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

Services & Consultancy

- Action-Research in Belgian public institutions

Representative Publications

S. LUC and J-M JACQUES, (2007), Le système archétypique au sein des organisations: psychogenèse de la culture organisationnelle. Le cas d'un orchestre de jazz, CRECIS Working Paper , 18 – 2007

S. LUC and J-M JACQUES, *Archetypic systemic in organizations. Psychogenesis of organizational culture. The case of a jazz orchestra, forthcoming*

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Analytical Psychology

Psychoanalysis

Organizational Culture

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Management of Sport Organizations

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 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 (International Master Degree).

Representative Publications

ZINTZ, T. (2004) «Un management innovant face à un environnement changeant... Le défi majeur des fédérations sportives», in *Sport et Droit. Une approche globale*, Les Cahiers des Sciences administratives, Droit public et Sciences de l'Administration, Bruxelles, Editions du Cretal, Hors Série, pp. 1-20.

ZINTZ, T. (2004) *Configuration et changement organisationnel des ligues et fédérations sportives belges. Typologie et perspectives d'évolution*, Thèse de doctorat, Université catholique de Louvain (Belgique).

ZINTZ, T. (2004) *Configurations and organisational change of Belgian sports leagues and federations. Typology and possible evolution*, European Association of Sport Management Congress, Ghent (Belgium).

ZINTZ, T. (2005) «Pluralité des systèmes organisationnels des fédérations sportives en Europe», in *Sport et Droit. Les fédérations*, Les Cahiers des Sciences administratives, Droit public et Sciences de l'Administration, Bruxelles, Editions du Cretal, n° 6.

ZINTZ, T., CAMY, J. (2005) *Manager le changement dans les fédérations sportives en Europe*, Bruxelles, De Boeck, 272 p.

ZINTZ, T. (2006) «Un enjeu fondamental: co-habiter ou co-opérer au sein du système sportif», in *Actes du Colloque « Le sport dopé par l'état. Vers un droit public du sport? »*, Université catholique de Louvain, Département de droit public, Louvain la Neuve, Academia Bruylant.

ZINTZ, T. (2007) «Gouvernance et configuration organisationnelle des fédérations sportives belges», in BAYLE, E., CHANTELAT, P. (Eds), *La*

gouvernance des organisations sportives, Paris, L'Harmattan.

ZINTZ, T., DEREZE, G. (2007) « L'écran et les petits ...sports. La présence médiatique de quatre « petits sports » collectifs en Belgique francophone », in *Sciences de la Société*, Toulouse, Presses Universitaires du Mirail.

ZINTZ Thierry, « La gouvernance des fédérations sportives. Proposition d'un cadre d'analyse et d'action », *Revue française de Gestion*, forthcoming

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

ZINTZ Thierry, WINAND Mathieu, « Réflexions managériales sur le retour du Hockey belge aux Jeux Olympique. De la gestion au management stratégique. », *Revue Européenne de Management du Sport*, forthcoming

ZINTZ Thierry, DISSART Yannick, « Préparer la décision dans la gouvernance de l'organisation sportive », in « *Management du sport. Théories et pratiques* » Ouvrage coordonné par Daniel VAILLEAU et Eric BARGET – Editions De Boeck Université – Bruxelles, Belgique, forthcoming

ZINTZ Thierry, « L'accès de tous aux loisirs sportifs, une question de gouvernance publique du sport? », in « *Loisirs, sports et sociétés. Regards croisés* », sous la dir. de Gilles FERREOL et Gilles VIEILLE MARCHISET - Besançon, Presses universitaires de Franche-Comté, France, forthcoming

ZINTZ Thierry, « *Gouvernance et configuration organisationnelle des*

fédérations sportives belges », in «La gouvernance des organisations sportives » Ouvrage coordonné par Emmanuel BAYLE et Pascal CHANTELAT – Editions de L'Harmattan – Paris, France, forthcoming

Partnerships & Scientific collaborations

- EASM (European Association of Sport Management)
- International Olympic Committee (IOC) and several National Olympic Committees (NOC's)
- MEMOS Program (Executive Master in Sports Organizations Management)
- Solvay Business School / Executive Program / Sport Business management (ULB)
- 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)

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

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

P. BELLEFLAMME. *Pricing Information Goods in the Presence of Copying*. In W.J. Gordon and R. Watt (eds), *The Economics of Copyright*. Developments in Research and Analysis. Edward Elgar, UK. 2003.

P. BELLEFLAMME. *Le piratage des biens d'information*. *Regards Economiques* 17. 2003.

P. BELLEFLAMME. *Versioning in the information economy: Theory and applications*. *CESifo Economic Studies* 51: 329-358. 2005.

P. BELLEFLAMME. *Patents and incentives to innovate: Some theoretical and empirical economic evidence*. *Ethical Perspectives: Journal of the European Ethics Network* 13/2: 267-288. 2006.

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P. BELLEFLAMME and C. VERGARI. *Incentives to innovate in oligopolies*. Forthcoming in *Manchester School*. *forthcoming*.

Partnerships & Scientific collaborations

• Member of AIDE (Association Internationale de Droit Economique)

KEY WORDS FOR R&D

Intellectual Property
Innovation
Piracy
Information goods

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Critical Management Studies

Research Field and Subjects

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

Services & Consultancy

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

Representative Publications

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

M. de NANTEUIL-MIRIBEL and L. TASKIN. "Politics facing the market: Regulating

Senior scientists:

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labour flexibility in a society of individuals", In Council of Europe (Eds), *Reconciling labour flexibility with social cohesion – Ideas for political action*, Trends on social cohesion, 16 : 179-201, Strasbourg: Council of Europe Publishing, 2007.

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E. LEONARD and L. TASKIN. "Pour en finir avec la gestion stratégique des ressources humaines: du DRH stratégique au DRH stratège", *76ème congrès de l'ACFAS*, Québec, forthcoming

L. TASKIN and H. WILLMOTT. "Introducing Critical Management Studies: Key dimensions", *Gestion 2000*, forthcoming

D.-G. TREMBLAY and L. TASKIN. "Une critique scientifique constructive pour comprendre de nouveaux enjeux organisationnels". *Gestion 2000*, forthcoming

Partnerships & Scientific collaborations

- Cardiff Business School, University of Cardiff
- Critical Management Studies Group, Academy of Management
- Teluq, Université du Québec à Montréal
- Department of Strategic Management and
- Business Environment, Rotterdam School of Management, Erasmus University

- Institut des Sciences du Travail,
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KEY WORDS FOR R&D

Critical Management Studies

Organization

Human Resource Management

Control

Power

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Managing new forms of work organization

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Research Field and Subjects

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

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

Services & Consultancy

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

Representative Publications

L. TASKIN and P. VENDRAMIN. *Le télétravail, une vague silencieuse: Les enjeux socio-économiques d'une nouvelle flexibilité*. Louvain-la-Neuve : Presses Universitaires de Louvain, 2004

L. TASKIN and V. DEVOS. "Paradoxes from the individualization of human resource management: The case of telework". *Journal of Business Ethics*, 62, 13-24, 2005

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Annual Meeting, Honolulu (Hawaii), August 5-10, 2005

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D.-G. TREMBLAY and L. TASKIN. "Une critique scientifique constructive pour comprendre de nouveaux enjeux organisationnels". *Gestion 2000*, forthcoming

Partnerships & Scientific collaborations

- Department of Strategic Management and Business Environment, Rotterdam School of Management, Erasmus University

- Industrial Relations Research Unit, Warwick Business School, University of Warwick
- Centre de recherche Travail & Technologies, Fondation Travail Université, Namur
- Teluq, Université du Québec à Montréal
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KEY WORDS FOR R&D

*Human Resource Management
Control
Organisation
Teleworking
Knowledge*

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Conceptual modeling of user interfaces to workflow information systems

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- ▶ Christophe LEMAIGRE
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Research Field and Subjects

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

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

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

Services & Consultancy

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

Representative Publications

GUERRERO GARCIA, J., VANDERDONCKT, J., GONZALEZ CALLEROS, J.M., « FlowiXML: a Step towards Designing Workflow Management Systems », *Journal of Web Engineering, forthcoming*

GUERRERO GARCÍA, J., VANDERDONCKT, J., LEMAIGRE, CH GONZÁLEZ CALLEROS, J.M., «How to Describe Workflow Information Systems to Support Business Process», Proc. of 10th IEEE Joint Conf. on E-Commerce Technology and Enterprise Computing, E-Commerce and E-Services CEC'2008 (Washington D.C., July 21, 2008), IEEE Computer Society Press, Los Alamitos, *forthcoming*

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 Commission 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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Business process modeling and user interfaces design

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Research Field and Subjects

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

Services & Consultancy

In the context of large companies, we conduct interviews with professionals from different departments to understand the organisational context, their difficulties and needs. With the gathered information,

we are able to perform a critical analysis and propose different solutions that can be assessed by the top managers to give them enough information to make a decision to bring forth an organization change to improve their current situation in terms of user interface design aligned with business processes.

Representative Publications

SOUSA, K., MENDONCA, H., VANDERDONCKT, J, «Addressing the Impact of Business Process Changes on Software User Interfaces», Proc. of 3rd IEEE International Workshop on Business-driven IT Management BDIM'2008, IEEE Computer Society Press, Los Alamitos, *forthcoming*

SOUSA, K., MENDONCA, H., VANDERDONCKT, J, ROGIER, E., VANDERMEULEN, J., «User Interface Derivation from Business Processes: A Model-Driven Approach for Organizational Engineering», Proc. of 23rd Annual ACM Symposium on Applied Computing SAC'2008 (Fortaleza), ACM Press, New York, 2008, *forthcoming*

SOUSA, K., MENDONCA, H., VANDERDONCKT, J. (2007) «Towards Method Engineering of Model-Driven User Interface Development », proceeding. of *6th Int. Workshop on Task Models and Diagrams TAMODIA'2007* (Toulouse, 7-9 November 2007), Lecture Notes in *Computer Science*, Berlin, Springer-Verlag, pp. 112-125.

Partnerships 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.

& Scientific

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ErgoFace: user interface development life cycle with usability engineering

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- Francisco Javier MARTÍNEZ RUIZ
- Efreem MBAKI
- Hildeberto MENDONCA
- Jérémie MELCHIOR
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Research Field and Subjects

Computers are getting more and more important, and it's why creating tools in order to make interactions between de 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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VITALITY: Voronoi digital imaging techniques for medically assisted fertilization

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

Louvain (L. Goutière, Y. Zech) for the UCL, and the medically assisted procreation centre of the ULg (A. Boland, M. Dubois).

Research Field and Subjects

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

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

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 Voronoi digital imaging techniques. So far, several opportunities were identified in the medical domain, in the biological domain but also in the industrial domain.

Partnerships & Scientific collaborations

- CHR Namur
- WOW Company

KEY WORDS FOR R&D

Vitality

Sperm analysis

Sperm motility

Voronoi

Digital imaging techniques

PTV

Particles tracking

Medically assisted procreation

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Business Modeling

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- Yves WAUTELET

Research Field and Subjects

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

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

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

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

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

Products and Services

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

Representative References

M. Kolp, S. Faulkner and Y. Wautelet "Multi-Agent Patterns for Organizational Analysis", In A. Gunasekaran (Ed.), *Global Implications of Modern Enterprise Information Systems: Technologies and Applications*, IGI Publishing, forthcoming.

M. Kolp, T. Tung Do and S. Faulkner, "Social-Centric Development of Multi-Agent Architectures". In *Journal of Organizational Computing and Electronic Commerce (JOCEC)*, Taylor and Francis, forthcoming.

M. Kolp and S. Faulkner, "Patterns for Organizational Modeling". In *International Journal of Enterprise Information Systems (IJEIS)*, 3(3):1-22, Idea Group, 2007.

I. Jureta, S. Faulkner and M. Kolp, "Formalizing Agent-Oriented Enterprise Models". In *Agent Oriented Information Systems (AOIS)*, 8:184-199, LNCS 3529 Springer, 2006.

M. Kolp, T. Do and S. Faulkner, "A Social Driven Design of E-Business System". In *Software Engineering Large Multi-Agent Systems (SELMAS)*, 4:70-86, LNCS 3390, Springer, 2006.

P. Giorgini, M. Kolp, J. Mylopoulos and J. Castro, "Tropos: A Requirements-Driven Methodology for Agent-Oriented Software". In B. Henderson-Sellers and P. Giorgini (Ed.), *Agent-Oriented Methodologies*, Idea Group, 2005.

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A. Coyette, S. Faulkner and M. Kolp, "Specifying Agent Oriented E-Commerce Software as Organizational Structure". In *Journal of System Science and System Engineering (JSSSE)*, 13(4):450-468, Springer, 2004.

T. T. Do, S. Faulkner and M. Kolp, Organizational Multi-Agent Architectures for Information Systems. In *Proc. of the 5th International Conference on Enterprise Information Systems (ICEIS'03)*, Angers, France, pp. 89-96, 2003

M. Kolp, P. Giorgini and J. Mylopoulos. "Organizational Patterns for Early Requirements Analysis". In *Advanced Information Systems Engineering (CAISE)*, 15:617-632, LNCS 2681, Springer, 2003.

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. Penserini),
- 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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E-Business and Web Applications

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- ▶ Tai NGUYEN

Research Field and Subjects

Ebusiness 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 ebusiness refers exclusively to Internet businesses.

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

An ebusiness may also use the Internet to acquire wholesale products or supplies for in-house production. This facet of ebusiness is sometimes referred to as eprocurement, and may offer businesses the opportunity to cut their costs dramatically. Even many ebusinesses 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, ebusiness 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 ebusiness 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 ebusiness. 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 ebusiness. The pervasiveness of Internet technology, readily available solutions, and the repeatedly demonstrated benefits of electronic technology have made ebusiness the obvious path. This trend continues with new technologies, such as Internet-enabled cell phones and PDAs, and the trend of ebusiness 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

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T. Nguyen, *A Methodological Framework for Developing and Composing Business Services*, PhD Thesis, Louvain School of Management, UCLouvain, 2007.

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S. Faulkner, M. Kolp and A. Coyette, Agent-Oriented Design of E-Commerce System Architecture. In *Proc. of the 6th International Conference on Enterprise*

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I. Jureta, M. Kolp, S. Faulkner and T. Do, "Patterns for Agent Oriented e-Bidding Practices". In *Knowledge-Based Intelligent Information and Engineering Systems (KES)*, 9(2):814-820, LNCS 3682, Springer, 2005

A. Coyette, M. Kolp and S. Faulkner, Using Intelligent Agents to Build E-Business Software. In *Proc. of the 4th International Conference on Electronic Business (ICEB'04)*, Beijing, China pp. 1213-1218, 2004.

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J. Castro, M. Kolp and J. Mylopoulos, "Developing Agent-Oriented Information Systems for the Enterprise". In Bernadette Sharp (Ed.) *Enterprise Information Systems II*, Kluwer, 2002.

Field of Research

Information systems and data bases
Software Engineering
Networks and distributed systems

Partnerships

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

Research Field and Subjects

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

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

Information design has four phases: requirement analysis, conceptual design, logical design and physical design. Conceptual design provides a way to capture the users' perception of Information. Logical design represents the organization of Information for some implementable Information model. Physical design typically is not used to describe Information. It consists of variety of choices for storage of Information in

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terms of clustering, partitioning, indexing, providing additional access or directory structures, and so on.

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

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

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

Products and Services

- Information CASE Tools (Descartes Project)
- Information Management Systems
- Semantic and Conceptual Models
- Information Project Management (CARSID project)

- Consultancy,
- Expertise
- Executive education

Representative References

L. Penserini, M. Kolp, L. Spalazzi, M. Panti and J. Mylopoulos, Socially-Based Design of Distributed Agent System, *In Proc. of the 4th IEEE/WIC/ACM International Conference on Intelligent Agent Technology (IAT '04)*, Beijing, China, pp. 72-78, 2004.

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Akoka, J.; Mayr, H.C.; Liddle, S.W.; Song, I.-Y.; Bertolotto, M.; Comyn-Wattiau, I.; v.d. Heuvel, W.-J.; Kolp, M.; Trujillo, J.; Kop, C. (Eds.), *Perspectives in Conceptual Modeling*, Lecture Notes in Computer

Science, Vol. 3770, Springer, 2005, 476 p., ISBN: 3-540-29395-7, Germany.

L. Penserini, M. Kolp and L. Spalazzi, "Social Oriented Engineering of Intelligent Software". In *International Journal of Web Intelligence and Agent Systems (WIAS)*, 5(1):69-87, IOS Press, 2007.

Field of Research

Information systems and data bases

Partnerships

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

Information Models
Requirements Engineering
Database Design
Information Integration
Conceptual Modeling

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Strategic alignment between information technologies and business objectives

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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

P.-Y. ANSIAS, A. CASTIAUX, A. ROUSSEAU. *Alignement Business/IT: IT capability et facteurs critiques: Le cas particulier des PME wallonnes. Actes de colloque de l'AIMS, forthcoming.*

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

Alignment using Goal Models. Proceedings of Busital Workshop, forthcoming.

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

J. HERMANS-POUPLARD, A. CASTIAUX. Knowledge creation through university-industry collaborative research projects. *Proceedings 7th European Conference on Knowledge Management, Budapest, September 2006.*

A. CASTIAUX. *Radical innovation in established organizations: Being a knowledge predator.* Journal of Engineering and Technology Management, volume 24, pp. 36-52, 2007.

A. CASTIAUX, S. PÂQUE. *Participative innovation: when innovation becomes everyone's business.* Submitted to the International Journal of Technology Management, *forthcoming.*

J. HERMANS-POUPLARD, A. CASTIAUX, M. DEJARDIN, S. LUCAS. *Global Clusters as a Policy Instrument for Dominant Design Emergence.* Submitted to the Journal of Technology Transfer, *forthcoming.*

KEY WORDS FOR R&D

Collaboration
Participation
Innovation
Knowledge transfer

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Collaborative Recommendation

Research Field and Subjects

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

Representative Publications

F. FOUSS, A. PIROTTE, J.-M. RENDERS, and M. SAERENS. *A novel way of computing similarities between nodes of a graph, with application to collaborative recommendation*. Proceedings of the 2005 IEEE / WIC / ACM International Joint Conference on Web Intelligence, pp 550-556, 2005.

F. FOUSS, L.YEN, A. PIROTTE, and M. SAERENS. *An experimental investigation of graph kernels on a collaborative recommendation task*. Proceedings of the 2006 IEEE International Conference on Data Mining (ICDM 2006), pp. 863-868, 2006.

F. FOUSS, A. PIROTTE, J.-M. RENDERS, and M. SAERENS. *Random-walk computation of similarities between nodes of a graph, with application to collaborative recommendation*. IEEE

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- ▶ Marco SAERENS
- ▶ Alain PIROTTE

Transactions on Knowledge and Data Engineering, vol 19., no. 3, pp 355-369, Mar., 2007.

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

KEY WORDS FOR R&D

Data mining
Graph mining
Collaborative recommendation

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Data mining and machine learning

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

F. FOUSS and M. SAERENS. *Yet another method for combining experts opinions: A maximum entropy model*. Proceedings of the 5th International Workshop on Multiple Classifier Systems (MCS 2004); Lecture Notes in Computer Science, Vol. LNAI3077, Springer-Verlag, pp 82-91, 2004.

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Y. ACHBANY, F. FOUSS, L. YEN, A. PIROTTE, and M. SAERENS. *Tuning continual exploration in reinforcement learning: An optimality property of the Boltzmann strategy*. Neurocomputing, 71, pp. 2507–2520, *forthcoming*.

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M. SAERENS, L. YEN, F. FOUSS, and Y. ACHBANY. *Randomized shortest-path problems: two related models*. Submitted for Neural Computation, *forthcoming*.

KEY WORDS FOR R&D

Link analysis
Data mining
Graph mining

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Graph mining and link analysis

Research Field and Subjects

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

Representative Publications

F. FOUSS, J.-M. RENDERS, and M. SAERENS. *Links between Kleinberg's hubs and authorities, correspondence analysis and Markov chains*. Proceedings of the 3th IEEE International Conference on Data Mining (ICDM 2003), pp 521-524, 2003.

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- ▶ Alain PIROTTE
- ▶ PIERRE DUPONT

International Joint Conference on Web Intelligence, pp 782-785, 2005.

J. CALLUT, K. FRANCOISSE, M. SAERENS, and P. DUPONT. *Semi-supervised classification from discriminative random walks*. Proceedings of the European Conference on Machine Learning (ECML/PKDD 2008). Lecture Notes in Computer Science, Vol. LNAI5211, Springer-Verlag, pp. 162-177, *forthcoming*.

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KEY WORDS FOR R&D

Link analysis
Data mining
Graph mining

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

Research Field and Subjects

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

Representative Publications

A. CASTIAUX. Research and innovation networks: the potential role of weblogs. Proceedings 16th Conference of the International Society for Professional Innovation Management, Athens, June 2006.

Julie HERMANS-POUPLARD, Sophie WAIN, Annick CASTIAUX. Entre diffusion et co-construction du savoir: Blogs scientifiques, la confiance règne?, in Objectif Blogs ! Explorations dynamiques de la blogosphère, collection Communication et Civilisation, L'Harmattan, 2007.

Annick CASTIAUX, Sophie WAIN. Vers une relation commerciale de proximité, in Objectif Blogs ! Explorations dynamiques

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de la blogosphère, in Objectif Blogs ! Explorations dynamiques de la blogosphère, collection Communication et Civilisation, L'Harmattan, 2007.

Partnerships & Scientific collaborations

- Technical University of Lappeenranta
- Tampere University
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KEY WORDS FOR R&D

*Collaboration
Innovation
Knowledge transfer
Web 2.0, ICTs*

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System dynamics modelling of knowledge building and innovation

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. *Inter-organizational learning: Lotka-Volterra Modelling of Different Relationships. Proceedings of 22nd Conference of the System Dynamics Society, 2004.*

A. CASTIAUX. *Between love and hate: tacit knowledge in innovation. Proceedings of ISPIM conference, Porto, 2005.*

A. CASTIAUX. *Dynamic impact of knowledge on the innovation process.*

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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. This project was supported by the Walloon Region in the framework of the European Commission program FEDER.

Services & Consultancy

Support to SMEs in their ICT development.

Representative Publications

C. THILL and A. CASTIAUX. URBAN project: final report. *forthcoming.*

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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Multi-Agent Systems Architectures

Research Field and Subjects

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

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

Agent concepts hold great promise for responding to the new realities of active information systems. They offer higher level abstractions and mechanisms which address issues such as knowledge representation and reasoning, communication, coordination, cooperation among heterogeneous and autonomous parties, perception, commitments, goals, beliefs, intentions, etc. On the one hand, the concrete implementation of these concepts can lead to advanced functionalities, e.g., in inference-based query answering, transaction control,

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adaptive workflows, brokering and integration of disparate information sources, and automated communication processes. On the other hand, their rich representational capabilities allow for more faithful and flexible treatments of complex organizational processes, leading to more effective requirements analysis and architectural and detailed design.

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

Products and Services

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

Representative References

P. Giorgini, M. Kolp and J. Mylopoulos, "Multi-Agent and Software Architecture: A Comparative Case Study". In *Agent Oriented Software Engineering (AOSE)*, 3:101-112, LNCS 2585, Springer, 2003.

H. Mouratidis, S. Faulkner, M. Kolp, and P. Giorgini, A Secure Architectural Description Language for Agent Systems. In *Proc. of the 4th International Joint Conference on Autonomous Agents and Multi-Agents Systems (AAMAS'05)*, Utrecht, The Netherlands, pp. 578-585, 2005.

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

M. Kolp, P. Giorgini and J. Mylopoulos, "Multi-Agents Architectures as Organizational Structures". In *Journal of Autonomous Agents and Multi-Agent Systems (JAAMAS)*, 13(1):3-25, Springer, 2006

S. Dehousse, S. Faulkner, P. Giorgini, M. Kolp and H. Mouratidis, "Reasoning about Willingness in Networks of Agent". In *Software Engineering for Large Multi-Agent Systems (SELMAS)*, (5):56-70, LNCS 5467, Springer, 2007.

M. Kolp and S. Faulkner, "An Architectural Description Language for BDI Multi-Agent Systems". In *Agent Oriented Information Systems (AOIS)*, (9):134-153, LNCS 4326, Springer, 2007.

S. Faulkner, M. Kolp, Y. Wautelet and Y. Achbany. "A Formal Description Language

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M. Kolp, P. Bresciani, B. Hendersen-Sellers and M. Winikoff (Eds.), *Agent Oriented Information Systems VIII*, , Germany *forthcoming*

M. Kolp, B. Hendersen-Sellers, H. Mouratidis, A. Garcia, and A. Ghoze (Eds.), *Agent Oriented Information Systems IX*, Germany, *forthcoming*

Fields of Research

Software Engineering, Artificial intelligence and machine learning, Networks and distributed systems

Partnerships

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

KEY WORDS FOR R&D

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

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Software Project and Change Management

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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-trying 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

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Y. Wautelet and M. Kolp. "Using Multi-Agent System Iterative Development in an Industrial Environment: a Case Study Approach in Steel Manufacturing". Submitted to *International Journal of E-Business Research*, forthcoming.

Y. Wautelet, C. Schinckus and M. Kolp. "A Modern Epistemological Reading of Agent Orientation". In *International Journal of Intelligent Information Technologies* (IJIIT), IGI Publishing, forthcoming.

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Y. Wautelet and M. Kolp, "DesCARTES: A Social-Centric Framework for Software Architectural Design", In B. Withword and A. de Moor (Ed.), *Handbook of Research on Socio-Technical Design and Social Networking Systems*, IGI Global, forthcoming.

M. Kolp, S. Faulkner and Y. Wautelet, "Social Structure Based Design Patterns for Agent-Oriented Software Engineering". In *International Journal of Intelligent Information Technologies* (IJIIT), 4(2):1-23, IGI Publishing, forthcoming.

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M. Kolp, S. Faulkner and Y. Wautelet "Multi-Agent Patterns for Organizational Analysis", In A. Gunasekaran (Ed.), *Global Implications of Modern Enterprise Information Systems: Technologies and Applications*, IGI Publishing, forthcoming.

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

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 ecommerce 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

Senior scientists:

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- Ivan JURETA

- 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

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Fields of Research

Software Engineering, Artificial intelligence, **KEY WORDS FOR R&D**
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)

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

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Requirements Engineering

Research Field and Subjects

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

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

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

Products and Services

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

Senior scientists:

- Stephane FAULKNER
- Ivan JURETA

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), *forthcoming*

Ivan J. Jureta, Stephane Faulkner, Pierre-Yves Schobbens Clear Justification of Modelling Decision for Goal-Oriented Requirements Engineering. Requirements Engineering Journal, 13(2), *forthcoming*

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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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

Ivan J. Jureta, Stephane Faulkner, Youssef Achbany, Marco Saerens. Dynamic Web Service Composition within a Service-Oriented Architecture. Proceedings of the 2007 IEEE International Conference on Web Services (ICWS 2007).

Youssef Achbany, Ivan J. Jureta, Stephane Faulkner, Francois Fous. Continually Learning Optimal Allocations of Web Services to Tasks. Forthcoming in IEEE Transactions on Services Computing.

Ivan J. Jureta, Caroline Herssens, Stephane Faulkner. A Comprehensive Quality Model for Service-Oriented Systems. Software Quality Journal, *forthcoming*

Fields of Research

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

Partnership

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KEY WORDS FOR R&D

Decision Making Methods
Requirements Engineering
Software Development Methods
Conceptual Modeling

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Grammatical Inference and Markov Modeling

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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

J. Callut and P. Dupont, Inducing Hidden Markov Models to Model Long-Term Dependencies, Lecture Notes in Artificial Intelligence, No. 3720, Springer-Verlag, 16th European Conference on Machine Learning (ECML), Porto, Portugal, pp. 513-521, 2005.

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P. Dupont, F. Denis and Y. Esposito, Links between Probabilistic Automata and Hidden Markov Models: probability distributions, learning models and induction algorithms, Pattern Recognition: Special Issue on Grammatical Inference Techniques & Applications, Vol. 38, No. 9, pp. 1349-1371, 2005.

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)

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,

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- Jean VANDERDONCKT
- Benoît MACQ
- Peter VAN ROY

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

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Bouillon, L. and Vanderdonckt, J., *Rétro-ingénierie du modèle de présentation pour les pages web*, Revue d'interaction homme-machine, vol. 5, no. 2, 2005, pp. 31-58.

Coyette, A., Vanderdonckt, J., *A Sketching Tool for Designing Anyuser, Anyplatform, Anywhere User Interfaces*, Proc. of 10th IFIP TC 13 Int. Conf. on Human-Computer Interaction INTERACT'2005 (Rome, 12-16 September 2005), M.-F. Costabile, F. Paternò (eds.), Lecture Notes in Computer Science, Vol. 3585, Springer-Verlag, Berlin, 2005, pp. 550-564.

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Stanciulescu, A., Limbourg, Q., Vanderdonckt, J., Michotte, B., and Montero, F., *A Transformational Approach for Multimodal Web User Interfaces based on UsiXML*, Proc. of 7th Int. ACM Conf. on Multimodal Interfaces ICMI'2005 (Trento, 4-6 October 2005), ACM Press, New York, 2005, pp. 259-266

Trevisan, D., Vanderdonckt, J., Macq, B., *Conceptualising Mixed Spaces of Interaction for Designing Continuous Interaction*, Virtual Reality, Vol. 8, No. 2, 2005, pp. 83-95.

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Vanderdonckt, J., *A MDA-Compliant Environment for Developing User Interfaces of Information Systems*, Proc. of 17th Conf. on Advanced Information Systems Engineering CAISE'05 (Porto, 13-

17 June 2005), O. Pastor & J. Falcão e Cunha (eds.), Lecture Notes in Computer Science, Vol. 3520, Springer-Verlag, Berlin, 2005, pp. 16-31.

Awards

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

Partnerships

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

Field of Research

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

KEY WORDS FOR R&D

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

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www.isys.ucl.ac.be/bchi
www.usixml.org
www.similar.cc
www.cost294.org

CCMS - Center on Consumers, Markets and Society

www.lsm.be/ccms/

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

BIGNE, E., ANADREU, A., CHUMPITAZ, R., SWAEN, V. (2006) « Corporate Social Responsibility Influences On University Students Buying Behavior », *Revista Española de Investigación de Marketing, ESIC-Market*, pp. 135-161.

GOND, J-P., EL AKREMI, A., IGALENS, J. SWAEN, V., « A Corporate Social Responsibility – Corporate Financial Performance Behavioural Model for Employees », in SMITH, C., BHATTACHARYA, C.B., VOGEL, D., LEVINE, D. (Eds.), *Global Challenges in Responsible Business: Corporate Responsibility and Strategy*, New York, Cambridge University Press, *forthcoming*

LINDGREEN, A., SWAEN, V. (2005) « Corporate Citizenship: Let Not Relationship Marketing Escape the Management Toolbox », *Corporate Reputation Review*, vol. 7, n° 4, pp. 346-363.

MAIGNAN, I., SWAEN, V. (2004) « La responsabilité sociale d'une organisation : Intégration des perspectives marketing et manageriale », *Revue Française du Marketing*, vol. 200, n° 5, pp. 51-66.

MAON, F., SWAEN, V., LINDGREEN, A., « Impact of CSR Commitments and CSR Communication on Diverse Stakeholders : The Case of IKEA », in SMITH, C., BHATTACHARYA, C.B., VOGEL, D., LEVINE, D. (Eds.), *Global Challenges in Responsible Business: Corporate Responsibility and Strategy*, New York, Cambridge University Press, *forthcoming*

SWAEN, V., VANHAMME, J. (2004) « The use of corporate social responsibility arguments in communication campaigns: Does source credibility matter? », in MENON, G., RAO, A.R. (Eds.), *Advances in Consumer Research*, XXXII, USA, pp. 590-591.

SWAEN, V., VANHAMME, J. (2006) « Utilisation de l'argument citoyen dans les campagnes de communication des entreprises. Analyse des risques dans la perspective d'une crise », in DE LA BROISE, P., LAMARCHE, T. (Eds.), *Responsabilité Sociale : vers une nouvelle communication des entreprises ?*, Villeneuve d'Ascq, Presses universitaires du Septentrion, pp. 75-98.

Partnerships & Scientific collaborations

- EABIS, EFMD, GRI, GIN.
- FUNDP
- IESEG School of Management
- Université Toulouse I
- Rotterdam School of Management
- Hull Business School
- University of Valencià
- Nottingham University

KEY WORDS FOR R&D

Corporate Social Responsibility
Communication
Stakeholders
Consumers
Employees
Social exchange
Organisational justice

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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

R. Chumpitaz and V. Swaen. *La qualité perçue comme déterminant de la satisfaction des clients en business-to-business. Une étude empirique dans le domaine de la téléphonie*, Recherche et Applications en Marketing, 19, 2, 31-52, 2004.

R. Chumpitaz, N. G. Pappas, and V. Swaen. *Quality, Satisfaction, and Business Loyalty: A Multicultural Study*, 2008 Cultural Perspectives in Marketing Conference, The Academy of Marketing Science, New Orleans, USA, *forthcoming*

R. Chumpitaz, N. G. Pappas, V. Swaen, and C. Gentilini. *Modeling loyalty in the mobile phones industry: the mediating role of trust*, 37th annual conference of the European Marketing

Academy, University of Brighton, UK,
forthcoming.

**Partnerships & Scientific
collaborations**

Scientific collaborations with IESEG School
of Management (Ruben Chumpitaz,
Jacques Angot and Nicholas
Paparoidamis).

KEY WORDS FOR R&D

Relationship marketing
Perceived quality
Satisfaction, consumer trust,
commitment, loyalty

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The effect of CSR promotion campaigns during corporate crises

Senior scientist:

▸ Valérie Swaen

Research Field and Subjects

Companies often emphasize their corporate social responsibility (CSR) in their communication campaigns to consumers. However, they cannot be fully assured that promoting themselves as socially responsible will generate long-term benefits. The reason is that companies that are doing the most in the area of CSR are also the ones that are criticized the most (e.g., Knight and Greenberg 2002). 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. Other authors in crisis communication have also suggested this (e.g., Coombs 1995; Benoit 1997).

While Klein and Dawar's (2004) study provides important insights into the role of CSR promotion in consumer reactions to a crisis, the implications of their findings are limited in two important ways. First, Klein and Dawar only measured consumers' evaluations after the crisis. Even though consumers' evaluations of the "high-CSR" company in the end were more favorable than those of the "low-CSR" company, the deterioration of company evaluation and buying intentions following the crisis might actually have been worse for the "high-CSR" company than for the "low-CSR" company. Second, the effect of CSR-related promotion might be completely

different when the crisis is related to CSR rather than products, e.g. when the company is accused of discrimination against minorities. In the case of such a CSR-related crisis, the credibility of the company's previous CSR actions is often at stake, because consumers may feel that the company has not been completely honest with them regarding these actions.

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

Representative Publications

V. Swaen and J. Vanhamme. *L'utilisation de l'argument citoyen dans les campagnes de communication : analyse des risques dans la perspective d'une crise*. 19^{ème} Congrès International de l'Association Française du Marketing, May 8-11, Tunisia, 2003.

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, May 20-22, UK, 2003.

V. Swaen and J. Vanhamme. *Do Accusations of Irresponsible Acts Hurt Companies More When They Promote Themselves as Socially Responsible?*. In G. Laurent, D. Merunka and J. Zaichowsky (Eds.), *Marketing communications and consumer behavior proceedings*, 175-188, 2003.

V. Swaen and J. Vanhamme. *See How 'Good' We Are: The Dangers of Using Corporate Social Activities in Communication Campaigns*. In Kahn B.E. and M. F. Luce (Eds.), *Advances in Consumer Research*, XXXI, 302-303, 2003.

V. Swaen and J. Vanhamme. *When "what you say" matters less than "where you say it": Influence of corporate social responsibility arguments and source of information on consumers' reactions and attitudes toward the company*. 33rd European Marketing Academy Conference, May 18-21, Spain, 2004.

V. Swaen and J. Vanhamme. *The use of corporate social responsibility arguments in communication campaigns: Does source credibility matter?*, In Menon, G. and A. R. Rao (Eds.), *Advances in Consumer Research*, XXXII, USA, 590-591, 2004.

V. Swaen and J. Vanhamme. *Utilisation de l'argument citoyen dans les campagnes de communication des entreprises. Analyse des risques dans la perspective d'une crise*. In P. de la Broise and T. Lamarche (Eds.), *Responsabilité Sociale : vers une*

nouvelle communication des entreprises ?, Septentrion, 75-98, 2006.

J. Vanhamme, V. Swaen and G. Berens. *The "boomerang effect" of CSR promotion campaigns during corporate crises*, The 2007 academy of Marketing Science Annual Conference, May 23-26, USA, 2007.

Partnerships & Scientific collaborations

- Research partners at Rotterdam School of Management (Vanhamme Joëlle et Berens Guido).

KEY WORDS FOR R&D

*Corporate social responsibility
Marketing
Communication
Consumers
Corporate crisis
Trust
Experimentation*

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Corporate Social Responsibility: Organizations' practices, Stakeholders' perceptions and Impact on Performance

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" (Bhattacharya and Sen, 2004, p. 9). 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, 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. Then, we respond to the urgent need to measure the returns to various CSR programs by analyzing various stakeholders' perceptions of CSR policies and communication (e.g., students, consumers, NGOs, trade unions, governmental representatives). By including a variety of stakeholders, our cases approach provides insight into the dynamics that occur among stakeholders and the companies.

Representative Publications

A. Lindgreen, V. Swaen, and W. Johnston. *Corporate social responsibility: A snapshot of U.S. organizations*. in S. L. Idowu, and W. L. Filho (Ed.), *Global Practices of Corporate Social Responsibility*, Springer Verlag, Berlin, *forthcoming*.

A. Lindgreen, V. Swaen, and W. Johnston. *Corporate social responsibility: An empirical investigation of U.S. Organizations*. *Journal of Business Ethics*, *forthcoming*.

F. Maon, V. Swaen, and A. Lindgreen. *Designing and Implementing Corporate Social Responsibility: A Framework Grounded in Theory and Practice*. Journal of Business Ethics, *forthcoming*.

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

F. Maon, A. Lindgreen, and V. Swaen. *Thinking of the organization as a system: The role of managerial perceptions in developing a corporate social responsibility strategic agenda*. Systems Research and Behavioral Science, *forthcoming*.

V. Swaen and R. Chumpitaz. *L'impact de la responsabilité sociétale de l'entreprise sur la confiance des consommateurs*. Recherche et Applications en Marketing, *forthcoming*.

E. Bigné, L. Andreu, R. Chumpitaz and V. Swaen. *Corporate Social Responsibility Influences On University Students Buying Behavior*, Revista Española de Investigación de Marketing, ESIC-Market, 135-161, 2006.

A. Lindgreen, V. Swaen, F. Maon and W. Johnston. *Corporate Citizenship and Marketing Practices : An Empirical Study*. EABIS Annual Colloquium on Corporate Sustainability, Strategic Management, And The Stakeholder View Of The Firm, Italy, 2006.

F. Maon and V. Swaen. *On the differential impact of CSR commitments and CSR communication on company's external stakeholders. The case of IKEA*. The International conference on Corporate Responsibility and Global Business : Implications for Corporate and Marketing Strategy, UK, 2006.

F. Maon and V. Swaen. *How do CSR commitments and communication influence external and ubiquitous stakeholders of the company ? The case of IKEA*. 35th European Marketing Academy Conference, Greece, 2006.

A. Lindgreen and V. Swaen. *Corporate Citizenship: Let Not Relationship Marketing Escape the Management Toolbox*, Corporate Reputation Review, 7, 4, 346-363, 2005.

I. Maignan and V. Swaen. *La responsabilité sociale d'une organisation : Intégration des perspectives marketing et manageriale*, Revue Française du Marketing, 200, 5/5, 51-66, 2004.

Partnerships & Scientific collaborations

- Institutional partnerships with EABIS, EFMD, CSR Europe.
- Scientific collaborations with Hull Business School, UK (A. Lindgreen and D. Harness) and Georgia State University, USA (W. Johnston).

KEY WORDS FOR R&D

Corporate social responsibility
CSR implementation
CSR communication,
Stakeholders
Consumers
NGOs
Marketing practitioners
Case study
Survey

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Dimensions and effects of consumer-based determinants of new product performance

Research Field and Subjects

The main objective of this research will be bringing a substantial contribution to a more consumer-focused approach of the study of new product performance.

More specifically, product characteristics of innovations will be analyzed as perceived by the consumer that might drive consumers' adoption.

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

Services & Consultancy

From a managerial point of view, this doctoral study could help managers to be more successful in the process of new product development. For some managers it could lead to a paradigm shift when results of the tested model will give evidence to the importance of a more consumer-based focus during the process

Senior scientist:

▸ Chantal DE MOERLOOSE

of new product development. Moreover, our operationalisation will help managers in the development of appropriate concept tests that will give predictive indication on the performance of a new product during the R&D process.

Representative Publications

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

KEY WORDS FOR R&D

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

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The strengths of brands in the global environment

Senior scientist:

▸ Isabelle SCHUILING

Research Field and Subjects

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

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

Representative Publications

Schuling , "Key challenges facing global Chinese brands in Europe " IAG Louvain School of Management working paper, *forthcoming*

Schuling and Lambin (2005), "Do global brands benefit from a unique worldwide image?", *The ICFAI Journal of Brand Management*, Vol II, N°2, June 2005.

Schuling and Kapferer (2004), "Real differences between local and international brands", *Journal of International Marketing*, Vol 12, N° 4. Awarded the « 2004 S. Tamer Cavusgil Award » for the best paper given by the American Marketing Association.

Lambin and Schuling (2004), " How to compete in the new global environment", *Symphonya-Emerging Issues in Management*, ISTEI- Istituto di Economia d'Impresa, Università degli Studi di Milano-Bicocca.

Moss and Schuling (2004), "A brand logic for pharma – A possible strategy based on FMCG experience", *International Journal of Medical Marketing*, January, Volume 4, Number 1.

Schuling and Moss (2004), "How different is Branding in the pharmaceutical industry versus Fast Moving Consumer Goods?", *Journal of Brand Management*, Special issue in Business to Business Branding, May, Volume 11, Number 5.

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).

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KEY WORDS FOR R&D

Brands

Brand equity

Local brands

International brands

Chinese brands

Globalization

Localisation

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SENIOR SCIENTIST

Children, Marketing and Obesity

Research Field and Subjects

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

Services & Consultancy

- PNNS
- FEVIA
- CRIOC

Representative Publications

Charry, K. and Pecheux, C., *Enfance, alimentation et publicité: quels rôles pour le marketing?, Reflets et Perspectives de la vie économique, forthcoming.*

Charry, C. and Pecheux, C., *Children, Obesity and Advertising: two experiments to investigate the way to promote healthy food habits, 37th European Marketing Academy (EMAC) Conference, Brighton, forthcoming.*

Charry, C. and Pecheux, C., *Children and food: 2 experiments to investigate efficient promotion of healthy eating habits among 8 to 12 year-olds, 6th International workshop on Consumer Behavior and Food Marketing, Middelfart (Denmark), forthcoming.*

Guichard, N. and Pecheux, C. (2007). *Les enfants et la Publicité, in Kid Marketing, EMS éditions.*

Derbaix, C. and Pecheux, C. (2006). *Les mineurs, une ou plusieurs cibles ? , in Les*

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pratiques publicitaires à la télévision – Quelques questions, Ministère de la Communauté française de Belgique, 30-39.

Pecheux, C., Derbaix, C. and Charry, K. (2006). *Enfants, Alimentation et Obésité : quels rôles pour la Publicité ?, proceedings of the XII^{ème} Congrès International de l’Association Française du Marketing, Nantes, May.*

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*

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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

Decrop, A., Snelders, D. (2007). The attribute background of destination judgments before and after the vacation experience. *Asian Journal of Tourism and Hospitality Research*, 1, 78-88.

Decrop, A., Snelders, D. (2004). Rediscovering perception and preference judgments. *Proceedings of the 33rd EMAC Conference*, Murcia, Spain.

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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Vacation/tourism decision making

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

Decrop, A., The Formation of Destination Choice Sets: An Interpretive approach. In Metin Kozak (Ed.), *Progress in Tourism Marketing*, vol. 3, New York : Routledge, *forthcoming*

Decrop, A. (2007). Group decision making. In Haemoon Oh (Ed.), *Handbook of hospitality and tourism marketing (pp. 440-470)*, Oxford: Butterworth-Heinemann.

Decrop, A. (2007). Rediscovering choice set theory in tourism research. *Proceedings of the 36th EMAC Conference*, Reykjavik, Iceland.

Decrop, A. (2006). *Vacation decision making*. Wallingford: CAB international.

Decrop, A. (2006). Vacation decision making: An adaptable and opportunistic

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on-going process. *Consumer Behaviour: A European Perspective*, 390-392

Decrop, A., Zidda, P. (2006). Typology of vacation decision-making modes. *Tourism Analysis*, 11 (3), 189-198.

Decrop, A. (2005). Group processes in vacation decision-making. *Journal of Travel and Tourism Marketing*, 23-36.

Decrop, A., Snelders, D. (2005). A grounded typology of vacation decision making. *Tourism Management*, 26, 121-132.

Decrop, A., Snelders, D. (2004). Planning the summer vacation : An adaptable and opportunistic process. *Annals of Tourism Research*, 31, 1008-1030.

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Decision making
Consumer behavior
Tourism
Qualitative research

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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

Decrop, A. (2007). Group decision making. In Haemoon Oh (Ed.), *Handbook of Hospitality and Tourism Marketing* (pp. 440-470). Elsevier.

Decrop, A., Pecheux, C. (2007). La prise de décision dans les groupes d'amis: Une étude exploratoire. *Recherche et Applications en Marketing*, 22 (2).

Decrop, A. (2005). Group processes in vacation decision-making. *Journal of Travel and Tourism Marketing*, 23-36

Decrop, A., Pecheux, C., Bauvin, G. (2004). La prise de décision dans les groupes d'amis: une étude exploratoire. *Proceedings of the 3èmes Journées*

Normandes de la Consommation: Société et consommations.

Decrop, A., Pecheux, C., Bauvin, G. (2004). "Let's make a trip together": An exploration into decision making within groups of friends. *Advances in Consumer Research*, 31, 291-297.

KEY WORDS FOR R&D

Decision making
Group influences
Consumer behavior
Leisure
Qualitative research

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Customers' store loyalty

Research Field and Subjects

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

Services & Consultancy

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

Representative Publications

Demoulin, N., Zidda, P., On the impact of loyalty cards on store loyalty: Does customers' satisfaction towards rewards matter? *Journal of Retailing and Consumer Services*, forthcoming.

Demoulin, N., Zidda, P., Drivers of customers' adoption and adoption timing of a new loyalty card in the grocery retail market. *Proceedings of the 14th International Conference on Recent Advances in Retailing and Consumer Services Science (EIRASS)*, Zagreb, Croatia, forthcoming.

Demoulin, N., Zidda, P. (2006). On the impact of loyalty cards on store loyalty:

Senior scientist:

▸ Pietro ZIDDA

The case of the customers' satisfaction towards rewards. *Proceedings of the 13th International Conference on Recent Advances in Retailing and Consumer Services Science (EIRASS)*, Budapest, Hungary, July 9-12.

Demoulin, N., Zidda, P. (2006). On the differences between loyalty card adopters and nonadopters: The case of a new loyalty program in the grocery retail market. *Proceedings of the 35th European Marketing Academy (EMAC) Conference*, Athens, Greece, May 23-26.

Zidda, P., Demoulin, N. (2005). Etude de l'impact de la carte de fidélité. Research report for the retail group MESTDAGH S.A.

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

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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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

Derbaix, M., Consumers' valuing processes for the performing arts : concepts, measures and relations. Ph.D. thesis. Namur, *forthcoming*

Derbaix, M., Decrop, A., L'expérience de spectacles vivants: éveil socio-émotionnel et rites de passage. *Proceedings of the 7èmes Journées Normandes de la Consommation: Société et consommations, forthcoming*

Derbaix, M., Decrop, A. (2007). Authenticity in the performing arts: A foolish quest? *Advances in Consumer Research*, 34, 75-80.

Derbaix, M., Decrop, A., Zidda, P. (2006). Let's talk about price! Behind price insensitivity for the performing arts. *Proceedings of the 35th European Marketing Academy (EMAC) Conference*, Athens, Greece, May 23-26.

Derbaix, M., Decrop, A. (2005). Live is Life or Experiencing Performing Arts: Stressing

the role of social dimensions. *Proceedings of the 34th European Marketing Academy (EMAC) Conference*, Milan, Italy, May 24-27.

Derbaix, M. (2003). Few Treasures Come Cheap? Pricing Assessment in the Cultural Field. *Proceedings of the 8èmes Journées de Recherche en Marketing de Bourgogne*, Dijon, Université de Bourgogne.

Partnerships & Scientific collaborations

- HEC Montréal (Chaire de gestion des arts)

KEY WORDS FOR R&D

Cultural services

Performing arts

Perceived value

Pricing

Consumer experiences

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Soccer fans: heavy symbols users

Research Field and Subjects

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

Representative Publications

Decrop A., Derbaix, C., Pride in Contemporary Fanatic Consumption: A Marketing Perspective. Working paper (submitted to the Journal of the Academy of Marketing Science), *forthcoming*

Decrop, A. (2005). Anti-Madridista: Negative symbolic consumption by football fans. Proceedings of the European ACR conference, Göteborg, Sweden.

Derbaix, C., Decrop, A., Cabossart, O. (2003). Les supporters de football: de grands consommateurs de symboles. In Remy, E., Garabuau-Moussaoui, I., Desjeux, D., & Filser, M., Sociétés, Consommation et Consommateurs, Paris: L'Harmattan, 99-111.

Senior scientists:

- Alain DECROP
- Christian DERBAIX

Derbaix, C., Decrop, A., Cabossart, O. (2003). Colors and scarves: Symbolic consumption by soccer fans. CONSimage. ACR's Film Festival (BEST VIDEO AWARD).

Award

Derbaix, C., Decrop, A., Cabossart, O. (2003). Colors and scarves: Symbolic consumption by soccer fans. CONSimage. ACR's Film Festival (BEST VIDEO AWARD).

KEY WORDS FOR R&D

Fanaticism
Interpretive research
Symbols
Pride
Identity
Consumption experience
Sport consumption

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Impact of environmental drivers of Australian and French wine industries' success

Research Field and Subjects

We investigate the external environment as one of the drivers for Australian wine sector success. We specifically study the role of market orientation, strategic orientation, innovative and entrepreneurial environment orientation, constraining legislation, industry infrastructure usage, industry plan support, and interorganizational collaboration as factors differentiating France and Australia wine industries.

Representative Publications

Jordan, R., Zidda, P., Lockshin, L. (2007). Behind the Australian wine industry's success: does environment matter? *International Journal of Wine Business Research*, 19 (1), 14-32.

Jordan, R., Zidda, P., Lockshin, L. (2007). France-Australie : L'envers du décor. In E. Montaigne, F. d'hauteville, J.-P. Couderc and H. Hanin, *Bacchus 2007 : Enjeux, stratégies et pratiques dans la filière vitivinicole*, Paris : Dunod Sciences sup, 259-283.

Jordan, R., Zidda, P., Lockshin, L. (2006). Behind the Australian wine industry success: Does environment matter? *Proceedings of the 3rd International Wine Marketing Conference*, Agro Montpellier, Montpellier, France, July 6-8.

Awards

- Jordan, R., Zidda, P., Lockshin, L. (2006). Behind the Australian wine industry success: Does environment

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matter? *Proceedings of the 3rd International Wine Marketing Conference*, Agro Montpellier, Montpellier, France, July 6-8 (BEST PAPER AWARD).

- Jordan, R., Zidda, P., Lockshin, L. (2007). Behind the Australian wine industry's success: does environment matter? *International Journal of Wine Business Research*, 19 (1), 14-32. (EMERALD 2007 OUTSTANDING PAPER AWARD)

Partnerships & Scientific collaborations

- Prof. Larry Lockshin (Erhenberg-Bass Institute for Marketing Science, University of South Australia, Adelaide)
- Rohan Jordan (Wine purchaser, Corluyt Retail Group).

KEY WORDS FOR R&D

Wine industry
Marketing strategy
Cross-cultural research
Environmental influences

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Pricing issues in the cultural field

Research Field and Subjects

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

Services & Consultancy

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

Representative Publications

Decrop A., Derbaix M., Determinants of prices for popular music concerts: artist-related variables. Working paper (submitted for the 38th EMAC Conference), forthcoming.

Derbaix, M., Decrop, A., Zidda, P. (2006). Let's talk about price! Behind price insensitivity for the performing arts. *Proceedings of the 35th European Marketing Academy (EMAC) Conference*, Athens, Greece, May 23-26.

Decrop, A. (2005). La gratuité dans les services culturels: le cas des musées. *Colloque Société flexible, société de services. Quelle Europe sociale pour*

Senior scientists:

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- Pietro ZIDDA

demain?, Université Catholique de Louvain, Louvain-la-Neuve.

Zidda, P., Decrop, A., Derbaix, M. (2005). La fixation de prix dans les musées. In Jean-Michel Tobelem, *La culture mise à prix*, Paris: L'Harmattan, Gestion de la Culture, 19–50.

Partnership & Scientific collaboration

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

KEY WORDS FOR R&D

Cultural services

Pricing

Museums

Rockonomics

Consumer experiences

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Multilevel decision making

Research Field and Subjects

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

Representative Publications

Decrop, A., Kozak, M., Multiple levels of consumer goals in vacation decision making. In Metin Kozak, Nazmi Kozak (Eds.), *Proceedings of the 4th world conference for graduate research in tourism, hospitality and leisure, Antalya : Anatolia, forthcoming*

Decrop, A., Kozak, M., Consumer goals in vacation decision making: a multi-level perspective. *Proceedings of the 37th EMAC Conference*, Brighton, UK, *forthcoming*.

Senior scientist:

▸ Alain DECROP

Decrop, A., Kozak, M. (2006). A multi-level framework for studying vacation decision making. *Proceedings of the 35th EMAC Conference*, Athens, Greece.

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

Gijsbrechts, E., Campo, K, Nisol, P., Beyond promotion-based store switching: Antecedents and patterns of systematic multiple store-shopping. *International Journal of Research in Marketing*, forthcoming.

Zidda, P., Lockshin, L., van der Haert, S., Channel choice behavior for different Usage situations: The case of the wine product category. *Proceedings of the 4th International Wine Business Research Academy Conference*, Siena, Italy, forthcoming

Zidda, P., Gupta, S. (2007). Intercept-and-Follow sampling designs for store choice modeling. Working paper.

Nisol, P., Zidda, P., Decrop, A. (2006). Do product category relations matter in retailing? *Proceedings of the 35th European Marketing Academy (EMAC) Conference*, Athens, Greece, May 23-26.

Drèze, X., Nisol, P. & Vilcassim, N. J. 2004, 'Do promotions increase store expenditures? A descriptive study of household shopping behavior', *Quantitative Marketing and Economics*, vol. 2, pp. 59-92.

Campo, K., Gijsbrechts, E. & Nisol, P. 2003, 'The impact of retailer stockouts on whether, how much and what to buy', *International Journal of Research in Marketing*, vol. 20, no. 3, pp. 273-286.

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

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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 and outside museum settings (learning by play, learning by experience, learning by reading, etc.). Qualitative studies (with observation of children in museum settings) as well as experiments are conducted. The second project is linked to the new technologies made available and how these highly involving technologies (such as interactive play or virtual realities) could be used to promote culture among children. With the partnership of Mons 2015 and the project "J'aurai 20 ans en 2015", a cohort of children and teenagers is available and we have free access to it in order to collect qualitative and quantitative data.

Services & Consultancy

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

Partnerships & Scientific collaborations

- Prof. Benny Rigaux-Bricmont, University of Laval, Québec, Canada.
- Prof. Joël Bree, University of Caen and ESC-Rouen.
- Mons 2015 and Microsoft

KEY WORDS FOR R&D

Culture
Children as consumers
Learning
New technologies
Immersion

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Bidding Behavior in Online Auctions

Research Field and Subjects

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

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

Services & Consultancy

Senior scientist:

- ▶ Patrick SCARMURE
- ▶ Nadia SINIGAGLIA
- ▶ Caroline DUCARROZ

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

Representative Publications

C. DUCARROZ, N. SINIGAGLIA, P. SCARMURE , *Typologie de comportements des enchérisseurs en ligne et identification de comportements gagnants : application aux enchères Air France*. Reflets et Perspectives Economiques, *forthcoming*

C. DUCARROZ, S. YANG, E. GREENLEAF, *The Impact of Promotional Messages during Auctions*. INFORMS Marketing Science Conference, *forthcoming*.

C. DOYEN, C. DUCARROZ, P. SCARMURE (2005). *Price Cues in Online Auctions*. Proceedings of the "34th European Marketing Academy (EMAC) Conference", Milan, Italy, 5 p.

C. DUCARROZ, P. SCARMURE, N. SINIGAGLIA (2004). *Tintin au Pays des Enchères: Information sur la Qualité et Réputation des Vendeurs*. Proceedings of the "XXe Congrès International de l'Association Française du Marketing (AFM)", Saint-Malo, France, 36 p.

C. DUCARROZ, P. SCARMURE, N. SINIGAGLIA (2003). *Faire du Ciel le Plus Bel Endroit de la Terre: Analyse de la Performance d'Enchères en Ligne de BILLETS d'Avion*. Proceedings of the "XIXe Congrès International de l'Association Française du Marketing (AFM)", Tunis, Tunisie, 18 p.

Award

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

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Online Auctions
Bidders' Behavior
Messages
Auction Price
Auction rules
Robots
Bayesian inference

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Adolescents and brands

Research Field and Subjects

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

Representative Publications

Derbaix, C. and Leheut, E., Adolescents : implication envers les produits et attitude envers les marques, *Recherche et Applications en Marketing, forthcoming*

Senior scientist:

▸ Christian DERBAIX

Derbaix, C. and Pecheux C. (2006), Les mineurs, une ou plusieurs cibles ?, in *Les pratiques publicitaires à la télévision – quelques questions*, Ministère de la Communauté Française de Belgique, 30-39.

Leheut, E. (2006), The effectiveness of co-branding: the case of adolescent consumers, 6ème Colloque Doctoral de l'Association Française du Marketing, Nantes, France.

KEY WORDS FOR R&D

Adolescents
Enduring involvement
Attitude toward the brand
Co-branding

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Measurement of affective reactions

Research Field and Subjects

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

Representative Publications

Derbaix, C. and Poncin, I. (2005), La mesure des réactions affectives en marketing : évaluation des principaux outils, *Recherche et Applications en Marketing*, 20, 2, 55-75.

Senior scientist:

▸ Christian DERBAIX

Poncin, I. and Derbaix, C., Commercials as context for other commercials: threat or Opportunity, forthcoming in the *Journal of Advertising*.

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

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

Affective reactions
Verbal measurement
Non verbal measurement
Facial expressions

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Integrated models of persuasive communication

Senior scientist:

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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 Automatism. 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

Derbaix, C. and Gregory P. (2004), *Persuasion : la théorie de l'irrationalité restreinte*, Economica, Paris.

Derbaix C., Gregory P., Leheut E. and Steyer A., Présentation et validation d'un modèle intégrateur des mécanismes de persuasion publicitaire, working paper (submitted to *Recherche et Applications en Marketing*)

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

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Other

Socio-economic analysis of environmental resources

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Research Field and Subjects

- How to make Natura 2000 work properly? Socio-economic, legal & ecological management (SELNAT – 2007-2009)
- Feasibility of ecological networks: Ecological, economic, social and legal aspects (ECONET – 2003-2005)

Representative Publications

Tyteca, D., Hermy, M., Mahy, G., Vanthournout, E. & Haumont, F. (eds.), 2006. Feasibility of ecological networks: ecological, economic, social and legal aspects (ECONET). Final report, mixed actions, Scientific Support Plan for a Sustainable Development Policy (SPSD II), Belgian Science Policy (BELSPO), Brussels: 106 pp.

http://www.belspo.be/belspo/home/publ/pub_ostc/MA/MA01_en.pdf

Tyteca, D. & Di Giusto, A., 2005. Economic valuation of ecological networks: a case study. Communication at the Sixth International Conference of the European Society for Ecological Economics (ESEE 2005): "Science and Governance - The Ecological Economics Perspective", Lisbon, 14-17 June 2005.

Di Giusto, A. & Tyteca, D., 2004. Economic aspects of ecological networks towards improved ecosystem functions. Communication at the Eight Scientific Biennial Meeting of the International Society for Ecological Economics, "Challenging Boundaries: Economics, Ecology and Governance", organised by the Université du Québec à Montréal and

Concordia University, Palais des Congrès, Montréal (Canada), 11-14 July 2004.

Partnerships & Scientific collaborations

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

KEY WORDS FOR R&D

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

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Chapter 3: Publications of the Louvain School of Management

Books

- Agrell P., M. Mikkers, R. Halbersma, 2007, *Yardstick Competition for Multi-Product Hospitals: An Analysis of The Proposed Dutch Yardstick Mechanism*, eds. Dutch Healthcare Authority (NZA), Den Haag, 80 pages.
- Bacq S. et F. Janssen, 2007, *L'entrepreneuriat social, enfant terrible ou fils légitime?*, eds. Les Presses de l'Université du Québec, Québec.
- Barbarin J. et T. de Launois, 2007, *ALM strategy in non-life insurance*.
- Boucher J-P., M. Guillén et M. Denuit, 2007, *Models for insurance claim count with time dependence based on generalisations of Poisson and Negative Binomial distributions*.
- Bridoux F., 2007, *Beyond the Resource-based View : A study of the Interactions among Resources, Actions, and Performance* , eds. Université Catholique de Louvain-la-Neuve, Louvain-la-Neuve.
- Calvary G., J. Vanderdonckt, G. Santucci et C. Pribeanu, 2007, *Computer-Aided Design of User Interfaces V*, 300 pages.
- Chumpitaz R., J-J. Lambin et I. Schuiling, 2007, *Market Driven Management*.
- Coeurderoy R., 2007, *L'économie des organisations*, eds. Vuibert, Paris
- De Wolf M. et B. Colmant, 2007, *L'image fidèle dans l'ordre comptable belge - Réflexions concernant une exigence inaboutie*, 90 pages.
- Denuit M. et C. Robert, 2007, *Actuariat des Assurances de Personnes:Modélisation, Tarification et Provisionnement*, eds. Economica, Paris.
- Denuit M., J-F. Walhin, S. Pitrebois et X. Maréchal, 2007, *Actuarial Modelling of Claim Counts: Risk Classification, Credibility and Bonus-Malus Systems*, eds. Wiley, New York.
- Gérard M. and V. Vandenberghe, 2007, *Economics of Higher Education : Education Economics, 15(4)*, eds. Routledge, London, UK, 100 pages.
- Lambin J-J., R. Chumpitaz and I. Schuiling, 2007, *Market Driven Management, Strategic and Operational Marketing*, eds. Palgrave Macmillan, Hampshire.
- Léonard E., S. Smismans, P. Marginson et R. Erne, 2007, *New structures, forms and processes of governance in European industrial relations*, eds. European Foundation for the Improvement of Living and Working Conditions, Dublin.
- Louveaux F. and J. Birge, 2007, *Introduction to Stochastic programming (2nd edition)*, eds. Springer verlag, New York.

- Périlleux T., 2007, *Action située et parcours biographiques : pour une clinique des épreuves.*
- Taskin L., 2007, *Les enjeux de la déspatialisation pour le management humain: Vers de nouveaux modes de contrôle? Le cas du télétravail à domicile chez les travailleurs de la connaissance.*, eds. PUL, Louvain-la-Neuve, 489 pages.
- Winckler M. et J. Vanderdonckt, 2007, *Mapping HCI and WE concepts via notations.*
- Winckler M., E. Mbaki et J. Vanderdonckt, 2007, *Model-checking of Task Models via Automata Transformations.*
- Winckler M., J. Vanderdonckt, M. Calleros Juan et G. Garcia J., 2007, *Modeling User Interfaces to Workflow Information Systems.*

Book Chapters

- Abrahão S., J. Vanderdonckt et E. IBORRA, 2007, « Usability Evaluation of User Interfaces Generated with a Model-Driven Architecture Tool », in *Maturing Usability: Quality in Software, Interaction and Value*, eds. Springer-Verlag, Berlin.
- Aktas N., E. de Bodt, I. Riachi and J. de Smedt, 2007, « Legal insider trading and stock market reaction », in *Insider Trading: Regulation and Analysis, Evidence from the Netherlands*, eds. CRC Press, London.
- Bacq S. et F. Janssen, 2007, « L'entrepreneuriat social, enfant terrible ou fils légitime ? », in *Regards Prospectifs sur les Pratiques Entrepreneuriales*, eds. Les Presses de l'Université du Québec, Québec, Canada.
- Beuthe M., 2007, « Intermodal freight transport in Europe », in *Globalized Freight Transport: Intermodality, E-commerce, Logistics and Sustainability*, T. Leinbach, C. Capineri, eds. Edward Elgar, Northampton, USA, pp. 54-99.
- Brusset X., 2007, « Endogenous choice of procurement contracts in a supply chain », in *Managing Supply Chains ?- Challenges and Opportunities*, eds. CBS Press, Copenhagen, pp. 248.
- Brusset X., 2007, « 7 -- Endogenous choice of procurement contracts in a supply chain », in *Managing Supply Chains Challenges and Opportunities*, eds. Copenhagen Business School Press, Copenhagen, pp. 144-173.

- Castiaux A., 2007, « Gestion des connaissances : Entre mémoire organisationnelle et transfert des expériences », in Actes de la Chaire Qualité 2007.
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Appendix: LSM JOURNAL RANKING

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

A

Journal Title	ISSN		
		European Journal of Information Systems	0960-085X
		European Journal of Operational Research	0377-2217
		European Journal of Political Research	0304-4130
ACM Transactions on Computer Systems	0734-2071	European Journal of the History of Economic Thought	0967-2567
ACM Transactions on Graphics	0730-0301	Foundations of Computational Mathematics	1615-3375
ACM Transactions on Software Engineering and Methodology	1049-331X	Games and Economic Behaviour	0899-8256
Academy of Management Journal	0001-4273	Health Economics	1057-9230
Academy of Management Review	0363-7425	Health Services Research	0017-9124
Accounting Review	0001-4826	Human Computer Interaction	0737-0024
Accounting, Organisations and Society	0361-3682	Human Relations	0018-7267
Administrative Science Quarterly	0001-8392	Human Resource Management	0090-4848
American Economic Review	0002-8282	IEEE Pervasive Computing	1536-1268
American Journal of Agricultural Economics	0002-9092	IEEE Transactions on Computers	0018-9340
American Journal of Political Science	0092-5853	IEEE Transactions on Evolutionary Computation	1089-778X
American Journal of Public Health	0090-0036	IEEE Transactions on Fuzzy Systems	1063-6706
American Journal of Sociology	0002-9602	IEEE Transactions on Information Theory	0018-9448
American Political Science Review	0003-0554	IEEE Transactions on Neural Networks	1045-9227
American Psychologist	0003-066X	IEEE Transactions on Pattern Analysis and Machine Intelligence	0162-8828
American Sociological Review	0003-1224	IEEE-ACM Transactions on Networking	1063-6692
Annales. Histoire, Sciences sociales	0395-2649	Industrial Relations: A Journal of Economy and Society	0019-8676
Annals of Statistics	0090-5364	Industrial and Labor Relations Review	0019-7939
Annual Review of Psychology	0066-4308	Information Sciences	0020-0255
Annual Review of Sociology	0360-0572	Information Systems Research	1047-7047
Artificial Intelligence	0004-3702	International Economic Review	0020-6598
British Journal of Psychology	0007-1269	International Journal of Industrial Organization	0167-7187
British Journal of Social Psychology	0144-6665	International Journal of Production Economics	0925-5273
Brookings Papers on Economic Activity	0007-2303	Journal of Accounting Research	0021-8456
Computational Linguistics	0891-2017	Journal of Accounting and Economics	0165-4101
Data Mining and Knowledge Discovery	1384-5810	Journal of Applied Psychology	0021-9010
Demography	0070-3370	Journal of Business	0021-9398
Ecological Economics	0921-8009	Journal of Business Venturing	0883-9026
Econometric Theory	0266-4666	Journal of Comparative Economics	0147-5967
Econometrica	0012-9682	Journal of Consumer Research	0093-5301
Economic Development and Cultural Change	0013-0079	Journal of Development Economics	0304-3878
Economic Geography	0013-0095	Journal of Econometrics	0304-4076
Economic History Review	0013-0117	Journal of Economic Geography	1468-2702
Economic Journal	0013-0133	Journal of Economic Growth	1381-4338
Economic Theory	0938-2259	Journal of Economic History	0022-0507
Entrepreneurship, Theory and Practice	1042-2587	Journal of Economic Literature	0022-0515
Environment and Planning A	0308-518X	Journal of Economic Perspectives	0895-3309
Environment and Planning D: Society and Space	0263-7758	Journal of Economic Theory	0022-0531
Environmental Modelling & Software	1364-8152		
European Economic Review	0014-2921		

Journal of Economics and Management Strategy	1058-6407	Journal of the American Statistical Association	0162-1459
Journal of Environmental Economics and Management	0095-0696	Journal of the Royal Statistical Society Series B (Methodology)	1369-7412
Journal of Experimental Psychology: General	0096-3445	Leadership Quarterly	1048-9843
Journal of Finance	0022-1082	MIS Quarterly	0276-7783
Journal of Financial Economics	0304-405X	Management Science	0025-1909
Journal of Financial and Quantitative Analysis	0022-1090	Marketing Science	0732-2399
Journal of Health Economics	0167-6296	Mathematical Programming	0025-5610
Journal of Human Resources	0022-166X	Mathematics of Operations Research	0364-765X
Journal of Industrial Economics	0022-1821	Mis Quarterly	0276-7783
Journal of International Business Studies	0047-2506	Neural Computation	0899-7667
Journal of International Economics	0022-1996	Operations Research	0030-364X
Journal of Labor Economics	0734-306X	Organization Science	1047-7039
Journal of Law and Economics	0022-2186	Organization Studies	0170-8406
Journal of Law, Economics and Organization	8756-6222	Organizational Behaviour and Human Decision Processes	0749-5978
Journal of Machine Learning Research	1532-4435	Pattern Recognition	0031-3203
Journal of Management	0149-2063	Personality and Social Psychology Bulletin	0146-1672
Journal of Management Information Systems	0742-1222	Personnel Psychology	0031-5826
Journal of Management Studies	0022-2380	Production and Operations Management	1059-1478
Journal of Management Studies	0022-2380	Psychological Bulletin	0033-2909
Journal of Marketing	0022-2429	Psychological Methods	1082-989X
Journal of Marketing Research	0022-2437	Psychological Review	0033-295X
Journal of Monetary Economics	0304-3932	Public Administration Review	0033-3352
Journal of Money, Credit and Banking	0022-2879	Public Opinion Quarterly	0033-362X
Journal of Occupational and Organizational Psychology	0963-1798	Quantum Information & Computation	1533-7146
Journal of Operations Management	0272-6963	Quarterly Journal of Economics	0033-5533
Journal of Organisational Behaviour	0894-3796	RAND Journal of Economics	0741-6261
Journal of Personality and Social Psychology	0022-3514	Regional Studies	0034-3404
Journal of Political Economy	0022-3808	Research Policy	0048-7333
Journal of Product Innovation Management	0737-6782	Review of Accounting Studies	1380-6653
Journal of Product Innovation Management	0737-6782	Review of Economic Studies	0034-6527
Journal of Public Administration: Research and Theory	1053-1858	Review of Economics and Statistics	0034-6535
Journal of Public Economics	0047-2727	Review of Financial Studies	0893-9454
Journal of Retailing	0022-4359	Risk Analysis: An International Journal	0272-4332
Journal of Risk and Uncertainty	0895-5646	Social Policy and Administration	0277-9536
Journal of Rural Studies	0743-0167	Social Science and Medicine	0306-3127
Journal of Urban Economics	0094-1190	Strategic Management Journal	0143-2095
Journal of Vocational Behavior	0001-8791	Transportation Research Part B: Methodological	0191-2615
Journal of Web Semantics	1570-8268	World Bank Economic Review	0258-6770
Journal of the ACM	0004-5411	World Development	0305-750X
Journal of the Academy of Marketing Science	0092-0703		

B

Journal Title	ISSN		
ACM Computing Surveys	0360-0309	Cambridge Journal of Economics	0309-166X
ACM Transactions on Database Systems (TODS)	0362-5915	Canadian Journal of Economics	0008-4085
ACM Transactions on Human-Computer Interaction (TOCHI)	1073-0516	China Economic Review	1043-951X
ACM Transactions on Informations Systems (TOTS)	1046-8188	Climate Policy	1469-3062
ACM Transactions on Modelling and Computer Simulation (TOMACS)	1049-3301	Communications of the ACM	0001-0782
ACTA Informatica	0001-5903	Comptabilité Contrôle Audit	1262-2788
Academy of Management Executive	0896-3789	Computational Intelligence	0824-7935
Academy of Management, Learning and Education	1537-260X	Computer	0018-9162
Accounting Horizons	0888-7993	Computers & Education	0360-1315
Accounting and Business Research	0001-4788	Computers and Operations Research	0305-0548
Accounting, Auditing and Accountability Journal	0951-3574	Connection Science	0954-0091
Accounting, Business and Financial History	0958-5206	Contemporary Accounting Research	0823-9150
Acta Psychologica	0001-6918	Critical Perspectives on Accounting	1045-2354
Advances in Applied Probability	0021-9002	Critical Review	0891-3811
Advances in Strategic Management	0742-3322	Cyberpsychology & Behavior	1094-9313
American Educational Research Journal	0002-8312	Decision Sciences	0011-7315
American Journal of Psychology	0002-9556	Decision Support Systems	0167-9236
American Law and Economics Review	1465-7252	Development and Change	0012-155X
Annales d'Economie et Statistiques	0769-489X	Distributed Computing	0178-2770
Annals of Operations Research	0254-5330	Econometrics Journal	1368-4221
Annals of Probability	0091-1798	Economic Development Quarterly	0891-2424
Annals of Regional Science	0570-1864	Economic Inquiry	0095-2583
Annals of Tourism Research	0160-7383	Economic Modelling	0264-9993
Annual Review of Information Science and Technology	0066-4200	Economic Policy	0266-4658
Antitrust Bulletin	0003-603X	Economic and Industrial Democracy	0143-831X
Antitrust Law Journal	0003-6056	Economica	0013-0427
Antitrust Law and Economics Review	0003-6048	Economics Letters	0165-1765
Applied Economics	0003-6846	Economics and Philosophy	0266-2671
Applied Soft Computing	1568-4946	Economics of Education Review	0272-7757
Asia Pacific Journal of Management	0217-4561	Economics of Transition	0967-0750
Auditing: A Journal of Practice and Theory	0278-0380	Economy and Society	0308-5147
Behavioral Research in Accounting	1050-4753	Energy Economics	0140-9883
British Accounting Review	0890-8389	Energy Journal	0195-6574
British Educational Research Journal	0141-1926	Energy Policy	0301-4215
British Journal of Industrial Relations	0007-1080	Entrepreneurship and Regional Development	0898-5626
British Journal of Management	1045-3172	Environment and Planning B: Planning and Design	0308-2164
British Journal of Political Science	0007-1234	Environment and Planning C: Government and Policy	0263-774X
British Journal of Sociology	0007-1315	Environmental Modelling and Assessment	1420-2026
Business History	0007-6791	Environmental and Resource Economics	0924-6460
Business History Review	0007-6805	Environmental and Resource Economics	0924-6460
California Management Review	0008-1256	European Accounting Review	0963-8180
		European Finance Review	1382-6662
		European Financial Management	1354-7798
		European Journal of Industrial Relations	0959-6801
		European Journal of International Law	1464-3586
		European Journal of Political Economy	0176-2680

European Journal of Social Psychology	0046-2772	Industrial and Corporate Change	0960-6491
European Journal of Sociology	0003-9756	Information Processing & Management	0306-4573
European Review of Agricultural Economics	0165-1587	Information Systems	0306-4379
European Review of Economic History	1361-4916	Information Systems Journal	1350-1917
European Urban and Regional Studies	0969-7764	Information and Management	0378-7206
Evolutionary Computation	1063-6560	Information and Organization	0959-8022
Experimental Economics	1386-4157	International Journal of Accounting	0020-7063
Expert Systems with Applications	0957-4174	International Journal of Electronic Commerce	1086-4415
Explorations in Economic History	0014-4983	International Journal of Flexible Manufacturing Systems	0920-6299
Feminist Economics	1354-5701	International Journal of Forecasting	0169-2070
Finance	0752-6180	International Journal of Game Theory	0020-7276
Finance and Stochastics	0949-2984	International Journal of High Performance Computing Applications	1094-3420
Financial Accountability and Management	0267-4424	International Journal of Human Resource Management	0958-5192
Financial Analysts Journal	0015-198X	International Journal of Human-Computer Studies	1071-5819
Financial Management	0046-3892	International Journal of Management Reviews	1460-8545
Financial Markets, Institutions and Instruments	0963-8008	International Journal of Operations and Production Management	0144-3577
Financial Review	0732-8516	International Journal of Production Research	0020-7543
Futures	0016-3287	International Journal of Research in Marketing	0167-8116
Fuzzy Sets & Systems	0165-0114	International Journal of Selection and Assessment	0965-075X
Geneva Risk and Insurance Review	1554-964X	International Regional Science Review	0160-0176
Governance: An International Journal of Policy and Administration	0952-1985	International Review of Financial Analysis	1057-5219
Group Decision and Negotiation	0926-2644	International Review of Industrial and Organizational Psychology	0886-1528
Group and Organization Management	1059-6011	International Review of Law and Economics	0144-8188
Harvard Business Review	0017-8012	International Small Business Journal	0266-2426
Health Affairs	0278-2715	International Tax and Public Finance	0927-5940
Health Policy	0168-8510	International and Comparative Law Quarterly	0020-5893
History of Political Economy	0018-2702	Journal of Accounting Literature	0737-4607
Human Performance	0895-9285	Journal of Accounting and Public Policy	0278-4254
Human Resource Management Journal	0954-5395	Journal of Accounting, Auditing and Finance	0148-558X
Human Resource Management Review	1053-4822	Journal of Advertising	0091-3367
IBM Systems Journal	0018-8670	Journal of Advertising Research	0021-8499
IEEE Internet Computing	1089-7801	Journal of African Economies	0963-8024
IEEE Network	0890-8044	Journal of Applied Econometrics	0883-7252
IEEE Software	0740-7459	Journal of Banking and Finance	0378-4266
IEEE Transaction on Systems, Man and Cybernetics - A	1083-4427	Journal of Behavioural Decision Making	0894-3257
IEEE Transaction on Systems, Man and Cybernetics - C	1094-6977	Journal of Business Ethics	0167-4544
IEEE Transactions on Engineering Management	0018-9391	Journal of Business Finance and Accounting	0306-686X
IEEE Transactions on Knowledge & Data Engineering	1041-4347	Journal of Business Research	0148-2963
IEEE Transactions on Mobile Computing	1536-1233	Journal of Business Venturing	0883-9026
IEEE Transactions on Multimedia	1520-9210	Journal of Business and Economic Statistics	0735-0015
IEEE Transactions on Reliability	0018-9829	Journal of Computer and System Sciences	0022-0000
IEEE Transactions on Software Engineering	0098-5589	Journal of Consumer Psychology	1057-7408
IEEE Wireless Communications	1536-1284	Journal of Corporate Finance	0929-1199
IMF: Staff Papers	1020-7635	Journal of Cross-Cultural Psychology	0022-0221
INFORMS Journal on Computing	1526-5528	Journal of Database Management	1063-8016
Industrial Law Journal	0305-9332	Journal of Development Studies	0022-0388
Industrial Marketing Management	0019-8501		

Journal of Economic Behaviour and Organization	0167-2681	(JEEA)	
Journal of Economic Dynamics and Control	0165-1889	Journal of the History of Economic Thought	1042-7716
Journal of Economic Methodology	1350-178X	Journal of the Operational Research Society	0160-5682
Journal of Economic Surveys	0950-0804	Journal of the Royal Statistical Society Series A (Statistics in Socie	0964-1998
Journal of Empirical Finance	0927-5398	Kyklos	0023-5962
Journal of Epidemiology & Community Health	0143-005X	Labour Economics	0927-5371
Journal of European Public Policy	1350-1763	Land Economics	0023-7639
Journal of European Social Policy	0958-9287	Leisure Sciences	0149-0400
Journal of Evolutionary Economics	0936-9937	Long Range Planning	0024-6301
Journal of Experimental Psychology: Human Perception and Performance	0096-1523	M@na@gement	1286-4892
Journal of Experimental Psychology: Learning, Memory and Cognition	0278-7393	MIT Sloan Management Review	0019-848X
Journal of Experimental Social Psychology	0022-1031	Machine Learning	0885-6125
Journal of Financial Intermediation	1042-9573	Macroeconomic Dynamics	1365-1005
Journal of Financial Markets	1386-4181	Management Accounting Research	1044-5005
Journal of Financial Research	0270-2592	Management Learning	1350-5076
Journal of Forecasting	0277-6693	Manufacturing and Service Operations Management (M&SOM)	1523-4614
Journal of Futures Markets	0270-7314	Marketing Letters	0923-0645
Journal of Global Information Management	1062-7375	Mathematical Finance	0960-1627
Journal of Information Technology	0268-3962	Mathematical Social Sciences	0165-4896
Journal of Institutional and Theoretical Economics	0932-4569	Medical Care	0025-7079
Journal of International Economic Law	1369-3034	Medical Decision Making	0272-989X
Journal of International Financial Markets, Institutions and Money	1042-4431	Milbank Memorial Fund Quarterly - The Milbank Quarterly	0887-378X
Journal of International Money and Finance	0261-5606	National Tax Journal	0028-0283
Journal of Legal Studies	0047-2530	Naval Research Logistics	0894-069X
Journal of Macroeconomics	0164-0704	Neural Networks	0893-6080
Journal of Management Inquiry	1056-4926	New Technology, Work and Employment	0268-1072
Journal of Mathematical Economics	0304-4068	Non-Profit and Voluntary Sector Quarterly	0899-7640
Journal of Policy Analysis and Management	0276-8739	OR Spectrum	0171-6468
Journal of Population Economics	0933-1433	Omega: The International Journal of Management Science	0305-0483
Journal of Portfolio Management	0095-4918	Operations Research Letters	0167-6377
Journal of Public Economic Theory	1097-3923	Organization	1350-5084
Journal of Quality Technology	0022-4065	Organizational Dynamics	0090-2616
Journal of Regional Science	0022-4146	Organizational Research Methods	1094-4281
Journal of Regulatory Economics	0922-680X	Oxford Bulletin of Economics and Statistics	0305-9049
Journal of Risk and Insurance	0022-4367	Oxford Economics Papers	0030-7653
Journal of Scheduling	1094-6136	Oxford Journal of Legal Studies	1464-3820
Journal of Services Marketing	0887-6045	Oxford Review of Economic Policy	0266-903X
Journal of Small Business Management	0047-2778	Papers in Regional Science	1056-8190
Journal of Social Policy	0047-2794	Personality and Individual Differences	0191-8869
Journal of Statistical Software	1548-7660	Pharmacoeconomics	1170-7690
Journal of Strategic Information Systems	0963-8687	Philosophy and Public Affairs	1088-4963
Journal of Transport Economics and Policy	0022-5258	Policy and Politics	0305-5736
Journal of World Business	1090-9516	Political Science Quarterly	0032-3195
Journal of the American Society for Information Science and Technology	1532-2882	Population	0032-4663
Journal of the Association of Information Systems (JAIS)	1536-9323	Post-Communist Economies	1463-1377
Journal of the European Economic Association	1542-4766	Production Planning and Control	0953-7287
		Psychological Research	0340-0727

Psychology and Marketing	0742-6046	Social Choice and Welfare	1046-4964
Public Administration: An International Quarterly	0033-3298	Sociological Methodology	0081-1750
Public Choice	0048-5829	Sociological Review	0038-0296
Quality of Life Research	0962-9343	Sociological Theory	0736-2751
Quarterly Journal of Business and Economics	0747-5535	Southern Economic Journal	0038-4038
Quarterly Journal of Experimental Psychology	0272-4987	Statistical Science	0883-4237
R & D Management	0033-6807	Studies in Higher Education	0307-5079
Recherche et Application en Marketing	0767-3701	Systèmes d'Information et Management	1260-4984
Regional Science and Urban Economics	0166-0462	Technological Forecasting and Social Change	0040-1625
Reliability Engineering and System Safety	0951-8320	The International Journal of Technology Assessment in Health	0266-4623
Requirements Engineering	0947-3602	Theoretical economics	1555-7561
Research in Organizational Behavior	0191-3085	Theory Culture and Society	0263-2764
Research in the Sociology of Organizations	0733-558X	Theory and Decision	0040-5833
Resource and Energy Economics	0928-7655	Third World Quarterly	0143-6597
Review of Economic Dynamics	1094-2025	Tourism Management	0261-5177
Review of Finance	1572-3097	Town Planning Review	0041-0020
Review of Income and Wealth	0034-6586	Transportation Research Part A: Policy and Practice	0965-8564
Review of Industrial Organization	0889-938X	Transportation Research Part C: Emerging Technologies	0968-090X
Review of International Economics	0965-7576	Transportation Research Part E: Logistics and Transportation Review	1366-5545
Review of International Political Economy	0969-2290	Transportation Science	0041-1655
Review of Quantitative Finance and Accounting	0924-865X	Urban Studies	0042-0980
Review of World Economics	1610-2878	Value in Health	1098-3015
Scandinavian Journal of Economics	0347-0520	Work and Occupations	0730-8884
Scottish Journal of Political Economy	0036-9292	Work and Stress	0267-8373
Siam Journal on Computing	0097-5397	Work, Employment and Society	0950-0170
Sigmod Record	0163-5808	World Economy	0378-5920
Small Business Economics	0921-898X		
Small Group Research	0176-1714		

C

Journal Title	ISSN	Journal Title	ISSN
AMBIO: A Journal of the Human Environment	0044-7447	British Journal of Social Work	0045-3102
Abacus	0001-3072	British Tax Review	0007-1870
Academy of Marketing Science Review	1526-1794	Bulletin of Economic Research	0307-3378
Accounting Education	0963-9284	Bulletin of Indonesian Economic Studies	0007-4918
Accounting Forum	0155-9982	Business Ethics Quarterly	1052-150X
Accounting Historians Journal	0148-4184	Business Ethics: A European Review	0962-8770
Accounting History	1032-3732	Business Strategy and the Environment	0964-4733
Accounting and Finance	0810-5391	Business and Society	0007-6503
Administration and Society	0095-3997	Cahiers d'Economie Politique	0154-8344
Advances in Accounting	0882-6110	Canadian Journal of Administrative Sciences	0825-0383
Advances in Consumer Research	0915-5524	Canadian Journal of Agricultural Economics	0008-3976
Advances in Developing Human Resources	1523-4223	Canadian Journal of Development Studies	0225-5189
Advances in Econometrics: A Research Annual	0731-9053	Canadian Journal of Regional Science	0705-4580
Advances in International Accounting	0897-3660	Capital and Class	0309-8168
Advances in Taxation	1058-7497	China Quarterly	0305-7410
African Development Review	1017-6772	Climatic Change	0165-0009
Agricultural Economics	0169-5150	Common Market Law Review	0165-0750
American Behavioral Scientist	0002-7642	Communications of the AIS	1529-3181
American Business Law Journal	0002-7766	Community Development Journal	0010-3802
American Journal of Economics and Sociology	0002-9246	Comparative Economic Studies	0888-7233
American Journal of Evaluation	1098-2140	Competition and Change	1024-5294
American Review of Public Administration	0275-0740	Computational Economics	0927-7099
American Sociologist	0003-1232	Computational Statistics	0943-4062
American Statistician	0003-1305	Computer Journal	0010-4620
Annals of Finance	1614-2446	Computers and Industrial Engineering	0360-8352
Annals of Public and Cooperative Economics	1370-4788	Construction Management and Economics	0144-6193
Applied Artificial Intelligence	0883-9514	Consumption, Markets and Culture	1025-3866
Applied Cognitive Psychology	0954-1446	Contemporary Economic Policy	1074-3529
Applied Economics Letters	1350-4851	Contemporary Sociology	0094-3061
Applied Financial Economics	0960-3107	Contributions to Political Economy	1464-3588
Applied Mathematical Finance	1350-486X	Cornell Hotel and Restaurant Administration Quarterly	0010-8804
Applied Psychological Measurement	0146-6216	Cornell International Law Journal	0010-8812
Applied Psychology: An International Review	0269-994X	Corporate Governance: An International Review	0964-8410
Asia Pacific Business Review	1360-2381	Culture and Organization	1475-9551
Asia Pacific Journal of Human Resources	1038-4111	Current Issues in Tourism	1368-3500
Asian Journal of Political Science	0218-5377	Database	0095-0033
Australian Economic History Review	0004-8992	Database for Advances in Information Systems	1532-0936
Australian Economic Review	0004-9018	Decision Analysis	1545-8490
Australian Journal of Agricultural and Resource Economics	1364-985X	Decisions in Economics and Finance	1593-8883
Australian Journal of Management	0312-8962	Defence and Peace Economics	1024-2694
Australian Journal of Public Administration	0313-6647	Developing Economies	0012-1533
Banque et Marchés	1167-4946	Discrete Optimization	1572-5286
Behaviour and Information Technology	0144-929X	Décisions Marketing	0779-7389
British Journal of Educational Technology	0007-1013	Eastern European Economics	0012-8775
British Journal of Guidance and Counselling	0306-9885	Ecological Modelling	0304-3800
		Econometric Reviews	0747-4938
		Economic Record	0013-0249

Economic Systems	0939-3625	German Economic Review	1465-6485
Economics Bulletin	1545-2921	Global Environmental Change	0959-3780
Economics and Politics	0954-1985	Global Finance Journal	1044-0283
Economics of Governance	1435-8131	Group Dynamics: Theory, Research and Practice	1089-2699
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