



**BUSINESS
SCIENCE
INSTITUTE**

N° 85



**September
2020**

NEWSLETTER

2020 International Week - Two New Books in the Business Science Institute Collection - Interview: Professor Yves Pigneur - Alumni Focus - Faculty News - Scientific Organisation - Videos - Photo Highlights - Publications - Admissions - Management Research News.



2020 International Week

The ongoing health crisis has led us to take the decision to exceptionally organise the 2020 Annual International Week online, thus abandoning the possibility of our community meeting up face-to-face at the Château de Wiltz in Luxembourg.

Our professors, doctoral candidates, doctors and the entire [Business Science Institute](#) team will meet up at a distance over three days following a programme that is just as rich and varied as in previous years:

Monday 28 September

8h30-8h45: opening ceremony conducted by Professor [Michel Kalika](#), President of [Business Science Institute](#).

9h-12h: conference by Professor [Jean Moscarola](#) on "Methodological advice and support for the collection and analysis of your data"; conference by Professor [Isabelle Walsh](#) on "Using bibliometrics to carry out a literature review".

14h-16h: one-to-one meetings between doctoral candidates and professors; follow-up seminars.

18h-18h45: [Business Science Institute](#) Academic Committee meeting.

Tuesday 29 September

9h-18h: *Certificate of Research in Business Administration oral examinations.*

18h-18h45: [Business Science Institute](#) site/track manager meeting.

Wednesday 30 September

9h-18h: Thesis Viva oral examinations.

18h-18h45: [Business Science Institute](#) faculty meeting.

Thursday 1 October

9h-10h45: [Business Science Institute](#) graduates meet doctoral candidates.

11h-11h45: Presentation of the new books published at éditions EMS in the Business Science Institute collection.

14h-14h45: Conference by Professor [Yves Pigneur](#) on "Insights into the Invincible (or Resilient) Company".

15h-16h30: Graduation Ceremony.

The official award of degrees by the University of Lyon, will take place at [laelyon School of Management](#) on 2 April 2021.

Two New Books in the Business Science Institute collection



[L'impact de la crise sur le management,](#)

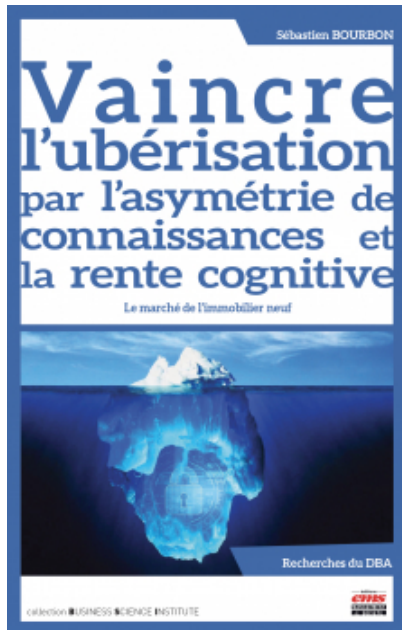
The impact of the crisis on management practice, edited by Professor [Michel Kalika](#), President of [Business Science Institute](#), and published by éditions EMS, in the Business Science Institute collection, offers the reader 27 contributions from professors and 3 from doctoral candidates at [Business Science Institute](#), as follows:

[Paul Beaulieu](#), [Michelle Bergadaà](#), [Sébastien Bourbon](#), [Emmanuel Caillaud](#), [Marie-Christine Chalus-Sauvannet](#), [Françoise Chevalier](#), [Bérangère Deschamps](#), [Nathalie Dubost](#), [Aurélié Dudézert](#), [Christophe Fournier](#), [Chantal Fuhrer](#), Hugo Gaillard, [Pascal Glémain](#), [Jean-Pierre Helfer](#), [Julien Husson](#), [Michel Kalika](#), [Emmanuel Kamdem](#), [David Larivière](#), [Florence Laval](#), [Olivier Lavastre](#), [Jean-Fabrice](#)

[Lebraty](#), [Jean Moscarola](#), [Caroline Mothe](#), [Yvon Pesqueux](#), [Nicolas Poussing](#), [Nicole Saliba-Chalhoub](#), [Christophe Schmitt](#), [Gabriel Tremblay](#) and [Jean-François Trinquecoste](#).

The book is organised into 4 sections:

1. Impact of the crisis: lessons learned from the Business Science Institute surveys;
2. Impact of the crisis on healthcare sector management;
3. Impact of the crisis on management thinking;
4. Impact of the crisis on management decision-making.



[Sébastien Bourbon](#), [Vaincre l'ubérisation par l'asymétrie de connaissances et la rente cognitive. Le marché de l'immobilier](#), (Overcoming the uberisation effect through knowledge asymmetry and cognitive rent. The real estate market) 216 pages, September 2020.

The uberisation effect is an existential threat for intermediaries, especially in the new-build real estate market. As a result of this effect, they risk losing their monopoly on the benefit of the use of information imbalances and asymmetries between supply and demand. Nevertheless, it's not game over yet! This book offers the reader a global approach, enabling the real estate intermediary to fight back against the uberisation effect through the use of knowledge asymmetries and cognitive rent. It therefore includes a management model, concept, tool and approach. The modelling of the new-build market achieved, offers a new perspective on the realities of intermediation in a digitalised world. Cognitive rent is an innovative concept, because it questions the Agency Theory and helps us to see the role of the intermediary in a new light. The tool used to measure and benefit from the use of knowledge asymmetries provides operational leverage that will strengthen the position of the intermediary in their market. The use of cognitive rent involves changes to management and organisational design as part of a knowledge management approach. This book will be of interest to real estate practitioners and students, researchers working on intermediation and market asymmetries, as well as individuals working as intermediaries in other sectors of activity.

INTERVIEW OF THE MONTH: PROF. YVES PIGNEUR

Meeting with Professor [Yves Pigneur](#), [Business Science Institute](#) faculty member.



Aline: Hello Professor Pigneur, could you briefly introduce yourself to our readers?

Yves Pigneur: I've been a professor at HEC Lausanne since 1984. I've also been visiting professor at GSU (Atlanta), UBC (Vancouver), NUS (Singapore) and HEC Montréal. I was awarded my PhD at the University of Namur in Belgium. With Alex Osterwalder, we invented

the "Business Model Canvas", published in millions of examples, and in particular we wrote "Business Model Generation", which became a bestseller.

Aline: You figure in the "[Thinkers50](#)" world ranking of Top Management Thinkers, what does that mean for you?

Yves Pigneur: A certain recognition for what started out as university research, and then finished up as a tool that is widely used in practice. For Alex and Strategyzer, the company he created, it offers visibility. And as with all awards, it's good for the ego :-).



Aline: You are the author of numerous successful internationally-known books, and with Alex Osterwalder you have recently published "[The Invincible Company – Business Model Strategies From the World's Best Products, Services, and Organizations](#)" with Wiley editions, what is the added value of this book?

Yves Pigneur: Our two previous books had targeted entrepreneurs. For several years, we'd noticed that business innovation was developing and had become a big thing for companies, but they had problems dealing with it. This last book aims to offer companies a set of tools for surviving and prospering in an uncertain and turbulent world. It shows how to explore new business models, develop an innovation culture and manage an innovation portfolio, whilst at the same time excelling in what you do now. The book also presents a series of typical business models that will enable existing companies as well as start-ups to use them and innovate through business models rather than just fighting through technology, new products or on price.

Aline: What is your role at [Business Science Institute](#)?

Yves Pigneur: Small, even minor. But I have huge admiration for what Michel Kalika and his team have achieved!

Aline: Our doctoral candidates and doctors are practising managers, sometimes with more than 20 years of business experience, and come from 43 different countries. What vision of the business world could you offer today to help them continue to succeed over the next 20 years of their careers?

Yves Pigneur: Business is among the most emblematic adventures of human kind. It is at the heart of life in Society. It requires leaders who have the passion to develop ambitious projects for the benefit of Society, and who are able to lead their staff in this adventure whilst supporting their personal development.

Aline: *They often come from emerging countries. For example, 70 of our current 166 doctoral candidates live and work on the African continent. Just over half of the 80 theses written by our candidates since 2015 cover subjects directly linked to the United Nations Sustainable Development Goals (SDGs). In what way is your recent book relevant for this profile of student at [Business Science Institute](#)?*

Yves Pigneur: *We didn't explicitly put a focus on emerging countries or on sustainable development, even if these are important subjects for Alex and I. However, we believe that the techniques we suggest in the book, and especially the Business Model Patterns, could be of great use in this context. We are also convinced that students should be able to take advantage of the tools we propose to build a culture of innovation in their business organisations.*

Aline: *What do you think about the choice of an experienced and successful manager to pursue their studies at doctoral level?*

Yves Pigneur: *A great adventure that combines passion and reason by enabling these managers to self-reflect on their practice, their actions often guided by emotion, through the lens of theoretical approaches and by more constructed thinking.*

Aline: *If you put on your university professor and researcher's hat, do you think that the choice of pursuing their studies on a DBA rather than a PhD programme is the right one to make?*

Yves Pigneur: *Absolutely! The choice of [Business Science Institute](#) to offer a DBA programme fills a gap or meets a need that the more traditional business schools have refused to deal with, which just goes to show that even if they teach innovation, they have not been able to practice what they preach. For an experienced and successful manager, a DBA is certainly a fantastic adventure that is both stimulating from an intellectual perspective and rewarding from a personal one.*

Aline: *What link do you make between academic research and management practice?*

Yves Pigneur: *The link is essential for me. I've always believed that beyond academic publications, our research should be able to generate impact and help managers, entrepreneurs and other decision-makers in their work. The work we have done with Alex on Business Models shows that when you want to, academic research (awarded with a PhD in our case) can have an impact on management or entrepreneurial practice.*

Find out more about Professor [Yves Pigneur](#):

Full profile: www.hec.unil.ch/people/ypigneur

Personal Blog: www.hec.unil.ch/ypigneur



Interview with **Mohamed Ould Bilal**, doctoral candidate at [Business Science Institute](#) (Dakar cohort n°4, 2017-2020*), nominated Prime Minister of Mauritania on 6 August 2020.

Aline: *Hello Mohamed, why did you decide to study on an Executive DBA?*

Mohamed Ould Bilal: *During my professional career, I've had the opportunity to manage and coordinate major industrial and business activities, such as strategic and operational planning, human and material resource management, as well as auditing and monitoring techniques. I therefore decided to enrol on an Executive DBA in order to deepen, conceptualise and document this experience, and in particular the work I've done in the area of public building and construction (BTP), so that I could transfer this knowledge to professionals working in this sector and further my theoretical understanding of the subject.*

Aline: *Could you tell us a bit more about your thesis?*

Mohamed Ould Bilal: *My thesis explores the key success factors of the organisational performance of public building and construction companies in Mauritania. For me, it was a question of finding a model that was unique and adapted to the context in Mauritania, and that allowed me to identify and measure the performance of public building and construction companies using theoretical models from the literature. The results will enable companies to focus just on those factors that contribute to the creation of performance, plus their performance indicators, as well as allowing researchers to go further in studying the themes that remain open or for which I didn't find any answers.*

Aline: *You've recently been nominated Prime Minister of Mauritania. Do you think that your DBA learning experience, along with a thesis that explores a major subject for your country will be useful in your new job, and if so in what way?*

Mohamed Ould Bilal: *Absolutely! My country is an emerging one, and needs to quickly catch up on its deficit in terms of infrastructure, but also and above all to ensure the quality and sustainability of this. It's important to guarantee the reliability, continuity and competitiveness of our national companies in order to create as many jobs as possible and contribute further to the economic growth of our country. The economic stimulus plan we are preparing following the worldwide health crisis due to the COVID-19 pandemic, is for me an opportunity to give even more importance to the development of the private sector, among others, by supporting and helping companies working in the public building and construction sector, in which particular attention needs to be given to infrastructure that supports growth. My research experience at Business Science Institute over the last 4 years will be hugely useful in helping me achieve this.*

Aline: *What will you take away from this experience?*

Mohamed Ould Bilal: *This experience has offered me the opportunity to meet many different people, and take part in classes, seminars and conferences in both Europe and Africa. It has allowed me to encounter more than 50 internationally-renowned professors and dozens of other doctoral candidates from diverse backgrounds, and with whom our fruitful exchanges have contributed enormously to the writing of my thesis. It's been a hugely rewarding experience that will undoubtedly make a lasting impression on my professional career.*

I'd like to take this opportunity to thank my supervisor Professor [Michel Kalika](#), the President of [Business Science Institute](#) and through him, the whole programme support team and faculty members.

**Mohamed Ould Bilal will defend his Executive DBA thesis, *Key Organisational Performance Factors of Public Building and Construction Companies in Mauritania*, supervised by Professor [Michel Kalika](#), on 30 September 2020.*

FACULTY NEWS

MARIELLE-AUDREY PAYAUD



As of 1 September 2020, Professor [Marielle-Audrey Payaud](#) has been nominated Chief of Staff for the Rector of the Francophonie University Association (AUF), and will now quit her role at [Business Science Institute](#) where she had been in charge of the online French-language track (20 participants) and the group in [Douala](#) (Cameroon) for several years.

Marielle was very involved in supervising theses, running follow-up seminars, taking part in the Annual International Week and making contributions to books in the Business Science Institute collection published by éditions EMS, including: *Le 'contexte' et la recherche en terre africaine : implications épistémologiques et méthodologiques*, in [F. Chevalier](#), [M. Cloutier](#), [N. Mitev](#) : *Les méthodes de recherche du DBA*, éditions EMS, collection Business Science Institute, pp. 417-438 and, in the English language version of the book in 2019 by the same publisher: *'Context' and Field Research in Africa: Epistemological and Methodological Implications*, pp. 445-464.

Along with Professors [Françoise Chevalier](#) and [Emmanuel Kamdem](#), she also co-edited *La recherche enracinée en management - Contextes nouveaux et perspectives nouvelles en Afrique*, published in the same collection in 2020.

We would like to take this opportunity to thank her for her contribution to the development of Business Science Institute and wish all the best in her new position supporting the promotion of French-language higher education internationally.



It is now Professor [Damien Mourey](#) who takes over as track manager for the French-language online DBA programme.

Professor [Emmanuel Kamdem](#) becomes the site manager for Douala as of 1 September.



Two faculty fellows at [Business Science Institute](#) have recently been given major new research responsibilities. Since April 2020, Professors [Bérangère Deschamps](#)

(University of Grenoble Alpes) and [Céline Barrédy](#) (University of Paris Nanterre) have become Chief Editors of *Revue de l'Entrepreneuriat* (Entrepreneurship Review).

Their term runs from 2020-2023 and will focus on a series of new projects voted by the editorial team:

Digitalization of processes. Submissions and reviews of papers will now take place entirely online via:

<https://www.editorialmanager.com/entrepreneuriat/>

An ambition for the review to become entirely **bilingual**

Streamlining of the review process

Improved recognition for reviewers (Best Reviewer Award, Reviewers of the Year Award on the review web site).

Yearly Calls for papers in special editions

Quarterly **Newsletters**.

AURELIE DUDÉZERT

As of 1 September 2020, [Aurélie Dudézert](#) joins [Institut Mines Télécom Business School](#) in the Technologies, Information and Management Department.



IAE GUSTAVE EIFFEL

On 10 July last, our Paris site manager Professor [Christophe Torset](#) was elected Dean and Managing Director of [IAE Gustave Eiffel University School of Management](#). He will take up his new role on 1 October 2020.



SCIENTIFIC ORGANIZATION



BUSINESS SCIENCE INSTITUTE STRATEGIC IMPACT COMMITTEE

[Business Science Institute](#) now has a new committee advising the Institution on its strategic impact. Members include:

Laurent Faibis, President and Founder of Groupe Xerfi and Editor-in-Chief of Xerfi Canal.

Alice Guilhon, Dean of SKEMA Business School and President of the French Federation of Business Schools.

Florence Legros, Dean of ICN Business School.

Alain Vas, vice-chancellor of the University of Louvain.

[Maurice Thevenet](#), ESSEC Business School, and former chairman of the FNEGE

The new committee will work closely with the Academic Committee chaired by Professor [Jean-Pierre Helfer](#), and with Stephen Platt, the Quality Assurance and Accreditation Manager at [Business Science Institute](#).

ACADEMIC COUNCIL

Professors [Anne Bartel-Radic](#) and [Damien Mourey](#) become members of the [Business Science Institute](#) Academic Committee.

VIDEOS

Xerfi Canal spoke to [Christophe Torset](#), faculty fellow at [Business Science Institute](#), full university professor and the new Dean and Managing Director of IAE Gustave Eiffel University School of Management in Paris to talk about strategic literacy.



Interviewed by [Jean-Philippe Denis](#).

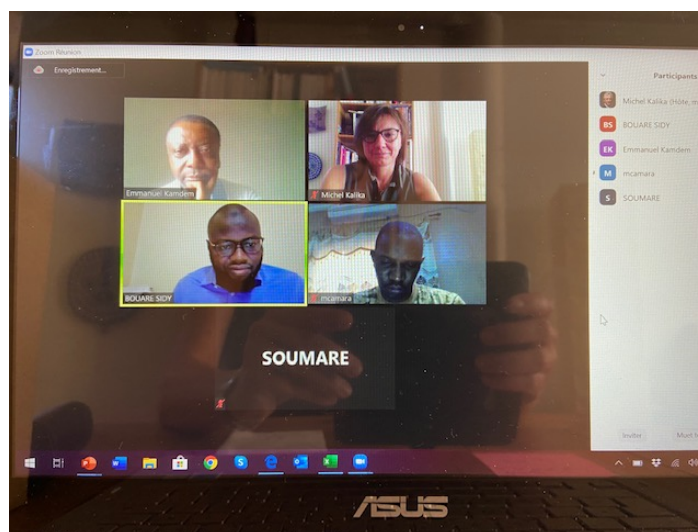
[Le Plagiat, fléau des universités](#), (*Plagiarism, the scourge of universities*), Figaro Live, 5 August 2020.

With a contribution by Professor [Michelle Bergadaà](#), faculty fellow at Business Science Institute and President of the Institute of Research and action on Fraud and Plagiarism in Academia (IRAFPA).



PHOTO HIGHLIGHT

[Executive DBA Bamako– Promotion n°1 \(2018-2021\)](#)



Professors [Marielle-Audrey Payaud](#) and [Emmanuel Kamdem](#) are featured with the doctoral candidates during the follow-up seminar that took place on 5 July 2020.

ALUMNI PUBLICATIONS



[Sébastien Bourbon](#), Online DBA 2019, "[Du bon usage de la rente cognitive en temps de crise](#)" (Putting Cognitive Rent to Good Use in Times of Crisis). *Management et DataScience*, Avis d'expert, 22 July 2020.



[Thierry Lamarque](#), Paris 2019, and [Bérangère Deschamps](#) faculty fellow, have made a joint contribution to the book co-edited by Louise Cadieux, Vincent Lecorne, Pierre Gratton and Jessica Grenier,

[Génération Repreneurs : pérenniser le Québec inc.](#) (Take-over Entrepreneur Generation: making Quebec Inc., sustainable), published by the Centre for Business Transfer in Quebec / Take-over Entrepreneurship Academy Collection, 2020.

This book is the result of a collaboration between 4 specialists in take-over entrepreneurship, and more than 60 practitioners from a wide range of sectors.

ADMISSIONS

[PARIS](#)

[Executive DBA Paris](#)

[English language - Promotion n° 1 \(2020-2023\)](#)



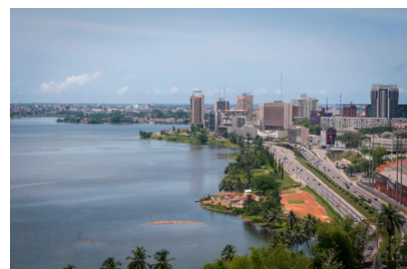
[MAURITIUS ISLAND](#)



[Executive DBA Mauritius Island](#)

[ABIDJAN](#)

[Executive DBA Abidjan – Cohort n°1 \(2020-2023\)](#)



[BAMAKO](#)

[Executive DBA - Bamako - Cohort n° 2 \(2020-2023\)](#)

[BANGKOK](#)

[Executive DBA - Bangkok - Cohort n° 1 \(2019-2021\).](#)



CASABLANCA

[Executive DBA - Casablanca - Cohort n°1 \(2020-2023\).](#)

DAKAR

[Executive DBA Dakar – Cohort n°7 \(2020-2023\).](#)



DOUALA

[Executive DBA Douala– Cohort n°3 \(2020-2023\).](#)

FRANCFORT

[Executive DBA Francfort - Cohort n°2 \(2020-2023\).](#)



SHANGHAI

[Executive DBA Shanghai - Cohort n°2 \(2020-2023\).](#)



For all enquiries, please contact us:

*By e-mail: **contact@business-science-institute.com***

By telephone: +33 6 07 34 76 33

MANAGEMENT RESEARCH NEWS



Covid-19 : le meilleur chef digital officer ?
Bilan et projections d'une transformation digitale à marche forcée
Rencontre Plénière du Club Digitalisation & Organisation 2020



Animatrice scientifique :
Aurélie Dudézert
Professeure des universités
Université Paris-Saclay

Information and registration:

Claudine Touboul

01 42 86 68 90

claudine.touboul@anvie.fr

Colloque International de Recherche et Action sur l'Intégrité Académique
(**International Colloquium on Research and Action on Academic Integrity**).
University of Coimbra (Portugal), 30-31 October 2020

[Find out more](#)

Revue française de gestion 2020/2 (N° 287) / **French Management Review**
[Des communautés pour nourrir l'innovation des entreprises](#) (**Communities for
nurturing innovation in business**).

Revue française
de gestion



DOSSIER
Des communautés
pour nourrir l'innovation
des entreprises

[L'esprit](#)



Lettre IQSOG [Newsletter 28 July 2020](#)

First-ever Edition of Campus Matin!

[First newsletter of the academic year](#)



**EXECUTIVE DBA A DISTANCE (in French) & DIGITAL
DBA (in English)**



For all inquiries, please contact us :

- by e-mail : contact@business-science-institute.com
- by telephone : +33 6 07 34 76 33 (Catherine)



Facebook



YouTube



Website



www.business-science-institute.com - info@business-science-institute.com

transmettez vos informations pour la newsletter à

Share your information for the newsletter with

aline@business-science-institute.com

[Se désinscrire / Unsubscribe](#)

[Mettre à jour ses préférences / Update your preferences](#)

Copyright © 2020 BSI Luxembourg ASBL, All rights reserved.

You are receiving this email because you opted in at our monthly newsletter.