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NEWSLETTER

Wiltz 2021 - Interview of the Month - Business Science Institute News - Faculty News - Doctoral Students - Summer Highlights - Publications - Videos - Media - Admissions - Management Research News.

WILTZ 2021

Foreword

Dear doctoral students, dear professors,

*The continuing international health crisis, the uncertainties about its evolution and about governmental decisions, plus our concern to limit the risks for doctoral students, professors and the support team, have led me, after consulting the Academic Steering Committee, to decide to organise the international week **completely online** again this year.*

I would like you to know that this decision has been taken with great sadness.

We will do our utmost, as we did last year, to make this international week both worthwhile and productive for our 200+ doctoral managers.

We look forward to seeing you soon!



[Michel Kalika](#),

President [Business Science Institute](#)

Programme: 7th International Week 27-30 September 2021

Monday 27 September

9h-9h15: opening ceremony by Professor [Michel Kalika](#).

9h15-12h30: presentation of the CO-DATA-LAB project by Professor [Jean Moscarola](#); presentation of the new book *Qualitative Research* by professors [Françoise Chevalier](#), Martin Cloutier and Nathalie Mitev.

14h-17h15: *Certificate of Research in Business Administration* oral defences (September session).

17h30-18h30: Academic Co-ordinator meeting.

Tuesday 28 September

9h-12h15 / 14h-17h15: Executive Doctorate in Business Administration thesis defences.

17h30 - 18H30: Faculty meeting.

Wednesday 29 September

9h-12h15 / 14h-17h15: Executive Doctorate in Business Administration thesis defences.

17h30-18h30: Academic Steering Committee meeting.

Thursday 30 September

8h30-9h30: presentation of the book coordinated by [Cédric Baudet](#), entitled *Doctors advising doctoral students*, published in the Business Science Institute Collection at EMS éditions.

9h45-12h: presentation of further new publications in the Business Science Institute Collection at EMS éditions.

13h-16h: graduation ceremony with Professor [Michel Kalika](#); awarding of the title "Doctor Honoris Causa" to Laurent Faibis, XERFI CEO, by Professor [Françoise Chevalier](#); award of the Managerial Impact Prize by Professor [Jean-Pierre Helfer](#).



INTERVIEW OF THE MONTH

Interview with Professor [Lars Meyer-Waarden](#), member of Faculty at [Business Science Institute](#).

Aline : *Hello Professor Meyer-Waarden, could you briefly introduce yourself to our readers?*

Lars Meyer-Waarden : *Hello Aline, I am a professor in marketing at Toulouse School of Management-TSM at Toulouse Capitole University. I am in charge of the International Marketing of Innovation Master's degree, which is delivered as a double degree with Asian universities in Shanghai, Hong Kong and Bangkok. In addition, I am the research manager for the marketing research area at the TSM Research laboratory, which is a CNRS laboratory.*



Aline : *Your research and teaching activities in your home institution already keep you very busy, what motivated you to join the Faculty at [Business Science Institute](#)?*

Lars Meyer-Waarden : *Like all my colleagues at [Business Science Institute](#), I was motivated for a number of reasons. First of all, I am interested in executive education. The contact and interaction with high-level managers is my main motivation. I find it very stimulating to conduct applied research*

on hot topics in marketing and IS, which are at the same time among the major concerns of companies. This not only allows us to confront conceptual theories in a real-world context, but also to conduct research based on very rich, even exceptional data and terrains that we would not have access to as within the scope of traditional doctoral programmes in universities. To give some examples, I have the opportunity to collaborate with a doctoral manager on a terrain with real connected flats in Thailand on the one hand, and to conduct in vivo experiments on the other hand through 40 in-depth interviews with leading food retailers in Germany about the evolution and applications of AI in the retail sector. With another student, I have direct access to behavioural data in the telecom sector in Germany to test the impact of personalisation via AI on purchasing behaviour. This research on disruptive technologies is very cutting-edge, useful and the results directly applicable for managers and companies, which makes our work particularly meaningful and useful. Without the involvement and collaboration with doctoral managers and their companies, this research based on unique terrains and data would not be possible. The resolutely international positioning of Business Science Institute is another important motivation. In my case, I am lucky enough to be able to work in Germany and give lectures in my mother tongue (a real privilege for me), but also in Asia (China, Thailand, Vietnam). I find this work with different cultures extremely stimulating. Finally, the flexibility and dynamism of Business Science Institute as a network organisation is very motivating because, unlike the large French and German universities, its President, Professor [Michel Kalika](#), gives us a lot of freedom to develop programmes and research activities, without any administrative burden.

Aline : You currently supervise 8 doctoral managers from [Business Science Institute](#), have you noticed any changes in your relationship with them since the beginning of the health crisis?

Lars Meyer-Waarden : Indeed, I supervise four students in Bangkok, two in Shanghai and two in Germany. The health crisis has enabled us to make progress on our pedagogical approach and to implement advanced digital tools, such as platforms, videos and lectures for flipped learning. This allows us to involve doctoral managers more. Videos can be viewed before the taught component, which allows them to focus more on their research questions and, above all, to personalise the sessions according to the individual needs of each doctoral student. In other words, the "pressure to teach" in a time-restricted seminar is reduced, as the knowledge is already acquired before the session, and the classroom can even be entirely devoted to discussions and questions. The advantage is that one can work with several bite-sized modules that doctoral students can view according to their interests and research topics. In marketing we call this 'customisation', it increases efficiency. Of course, we are all eager to get back to the classroom because these digital tools are teaching aids, but they can never replace the real close relationship with the doctoral managers. To conclude, the combination of face-to-face teaching with these digital tools will allow us to make a quantum leap in the development of knowledge.

Aline : You are the academic coordinator of [Business Science Institute](#)'s Executive DBA in English in [Ho Chi Minh City](#), [Bangkok](#) and [Hanoi](#),, what are the specific characteristics of South West Asia? What is your vision of the future of the market?

Lars Meyer-Waarden : It is very exciting to work in these countries, as the emerging markets of South East Asia are characterised by a high level of vitality and are therefore prime targets for Western companies. This is why I created Euro-Asian double degrees at TSM almost 10 years ago to educate managers capable of working in these complex multicultural contexts. The main difference is felt first of all in the extreme motivation of doctoral managers to advance and to acquire knowledge that is crucial for the competitiveness of their countries and companies. It is also felt in a culture, which is oriented towards hard work and important sacrifices to get ahead. To put it a little

provocatively: "In Europe you work to live, while in South East Asia you live to work" (LOL). Working in these markets, and coordinating the Executive DBA there, is therefore extremely demanding and challenging, as you have to learn their culture and adapt to satisfy the clients. Professors have a very privileged and valued position there. The future of this market is obviously very promising, including for information and in particular Executive DBA education, because the doctorate is highly valued in Asia for acquiring social status, but also for access to key top management positions in companies. For the time being, the market is not yet mature and it will take a lot of patience and work to find a real place in this very competitive Executive Education market, often dominated by Anglo-Saxon universities. International accreditations, such as AMBA, will obviously help [Business Science Institute](#) to be perceived as a major, serious and legitimate player in this market, which is not very transparent and where there are a lot of private institutions, "charlatans" who are only interested in getting money from their applicants.

Aline : You are a German national, working for a French institution and you have a number of teaching responsibilities in Asia. What do you think this multicultural context brings to the doctoral students of [Business Science Institute](#)?

Lars Meyer-Waarden : have German nationality, but I also have the nationality of my adopted country, France. Instead of talking about nationality, I see myself as a committed European. I often travel to Asia and have learned to communicate and negotiate with them in a complex cultural context. Since [Business Science Institute](#) is a resolutely international institution, I feel fully at home here and it's a context in which I feel I can thrive. As a result, I think I bring my adaptability to their international management issues. In addition, in my research, I have often worked with companies such as Air France, Leclerc, Casino, Etam and Douglas perfumery. For the past year, I have been working in cooperation with Mercedes and the Cooperative State University of Stuttgart (DHBW). I have therefore learned to orient my research towards the practical problems of companies and doctoral managers. From a theoretical point of view, having a long experience in doctoral supervision and having published almost 30 papers in international journals and 70 papers in international conferences, I believe I can contribute my conceptual and publication know-how. Finally, my research work and the subjects I supervise have always been at the beginning of the thematic cycle. For example, more than 20 years ago, I was among the first researchers to work on loyalty programmes, today it is the same for subjects on innovative and disruptive technologies, such as AI, autonomous cars, smart homes or IoT. So, I can also offer doctoral managers my skills and assistance in working on innovative topics.

Aline : Your latest articles "[Baby, you can drive my car](#)": [Psychological antecedents that drive consumers' adoption of AI-powered autonomous vehicles](#) » and [The personalization-privacy paradox at the nexus of social exchange and construal level theories](#) published respectively in the journals *Technovation*, and *Psychology & Marketing* (both FNEGE rank 2), explore the opportunities and threats of AI and big data in the context of autonomous vehicles and the social media network Facebook from the perspective of personalisation but also of intrusion into private life. Could you tell us more about your current research topics?

Lars Meyer-Waarden : Indeed, I have always worked on improving customer relations and loyalty, which is what we call CRM in the broadest sense. It started more than 20 years ago with my work on the effectiveness of tools and technologies for loyalty programmes and sales promotions. I worked with large databases from scanned checkouts of French retailers. The results were sobering on the effectiveness of marketing. Indeed, we found that traditional mass marketing campaigns, including

sales promotions and loyalty programmes, only generate 3-5% brand mono-fidelity and do not increase long-term purchase behaviour. Furthermore, a longitudinal study on the evolution of brand loyalty with GfK and Nielsen panel data for more than 100 product categories from 2008-2016 and for some categories from 1969-2016 confirms that loyalty has always been as low today as it was 60 years ago (despite a 20-fold increase in references). This got me thinking and led me to develop a very critical attitude towards my discipline, marketing. Over the years, my work has therefore been increasingly focused on digital and disruptive technologies for customer relations and loyalty, such as social networks, big data, IoT and AI. From this work, it is clear that the personalisation of marketing initiatives via these technologies can increase marketing effectiveness. However, personalization and big data, as well as its new intrusive technologies, reveal new challenges such as the intrusion into private life that can have a negative effect on consumers. Gradually, I became interested in very recent concepts in marketing such as consumer well-being and happiness instead of measuring satisfaction to explain loyalty. Indeed, recent studies show that satisfaction, for example via the net promoter score (NPS), does not necessarily explain loyalty. In fact, 30 to 40% of customers who give a score of seven to 10 on the NPS scale, and who are therefore supposed to be very loyal, nevertheless easily switch to competitors. Taking into account measures of customer well-being and happiness is therefore for me an extremely promising avenue of research to increase loyalty instead of focusing solely on a quantitative satisfaction score. For the past eight years I have been systematically integrating measures of well-being and happiness into my marketing effectiveness measurement models and I have found the results promising. In parallel, my latest work focuses mainly on smart objects and their impact on customer well-being, taking into account the perceived risks of intrusion into the private life as a result of big data. The cooperation with Mercedes and the Cooperative State University of Stuttgart (DHBW) on the autonomous car with real level 2 prototypes and a level 5 simulator specially designed for our research allowed us to confirm our assumptions on well-being and happiness because using autonomous cars increases well-being. We have applied this model also to smart flats, smart supermarkets and other connected objects and reconfirmed these results for empirical generalisation. To sum up, I am looking to integrate promising disruptive technologies (AI, IoT, big data) and new, little-used concepts (well-being, consumer happiness) into the managerial and academic world, in order to improve customer relations and increase brand loyalty.

Aline : I will conclude our interview by asking you the question that has now become a fixture in all the interviews with [Business Science Institute](#)'s faculty: given the current context and the experience you have accumulated, if you could go back in time, what topic would you have chosen for your doctoral thesis?

Lars Meyer-Waarden : This is a very interesting question. A research career is built on opportunities that arise, such as meetings with researchers and companies with which you have an affinity. It is the privilege of our profession to be able to choose who we want to work with. The research topic is also built up through a proactive approach, i.e., the ability to position oneself first on new and promising topics that are likely to arouse managerial and academic interest. This makes it possible to be a pioneer in the field, to make academic contributions, to publish more easily and thus to be recognised as an expert before others are. This approach can be compared with the launch of new products, which succeed when they are innovative and bring benefits when the market/consumer encounters are favourable. This is how I developed the research route that I just described. So, to answer your question: if I had to do it all over again, I would have chosen the same subjects on CRM which emerged from my professional experience, because before my thesis I worked for L'Oréal as a

product and loyalty manager and I was confronted with the first loyalty and CRM programmes created in Europe in the 1990s in the retail sector. As a result, I experienced first-hand their development and positioned myself on the subject of loyalty when it was just emerging. To give you a better idea, when I started my thesis there were 3 academic articles on the subject and today, 22 years later, there are more than 200! Since CRM is largely influenced by technology, I would also have chosen to combine the themes around databases, AI and IoT. So, to sum up, I have no regrets about the themes chosen for my thesis on customer loyalty and customer relations. On the other hand, if I were to do my thesis again today, I would position it more around the impact of personalisation made with big data from loyalty programmes, on customer loyalty. From a methodological point of view, I would have associated transactional and longitudinal data from e-commerce with those from real commerce to measure the interactions of loyalty tools in omnichannel strategies. The use of sophisticated AI-based data analysis methods would certainly also have been a powerful way to exploit this big data longitudinally.

BUSINESS SCIENCE INSTITUTE NEWS

International Conference on "Women and Governance"

Enjeux et Impacts de la participation des femmes aux décisions dans les
organisations publiques et privées

30 novembre et 1^{er} décembre 2021, Lyon (France)

Organisée par :



**Gender and Governance Action Platform
(2GAP)**



**Communauté de Recherche Appliquée en
Ecosystème Entrepreneurial (CREATE.Lyon)**

Partenaires :



Quel est l'impact de la présence des femmes dans la gouvernance des organisations sur les décisions ?

place on 30 November and 1 December in Lyon. The aim of this academic conference is to generate discussion and reflection on the place of women in governance and the impact of their inclusion in strategic decision-making, whether public or private. Professor Marie-Christine Chalus Sauvannet is a member of the organising committee.

Contact: Pauline GIBARD, Equipe CREATE.Lyon - Magellan Laboratory - iaelyon:
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BUSINESS SCIENCE INSTITUTE FACULTY NEWS

- [Gaëtan Mourmant](#), faculty member at [Business Science Institute](#), nominated MVP for Excel (Office & apps)

Microsoft Most Valuable Professionals, or MVPs, are technology experts who passionately share their knowledge with the wider community. They are always on the cutting edge and have an overwhelming need to get their hands on new and exciting technologies. They have a deep understanding of Microsoft products and services, while being able to draw together diverse platforms, products and solutions to solve real-world problems. MVPs are a global community of more than 4,000 technical experts and community leaders in 90 countries/regions, driven by their passion, community spirit and quest for knowledge. Above and beyond their amazing technical abilities, MVPs are always willing to help others - that's what sets them apart!



[Learn more about MVPs.](#)

- **Thesis defence**

[Maëlle Crosse](#), Moodle consultant for Business Science Institute, defended her thesis "Comprehensive analysis of the process of transformation of teaching practices in higher education - Benchmarks for accompanying teachers in change", under the supervision of Professor Didier Paquelin, on July 15, at the University of Bordeaux Montaigne.

- **Support team**

[Marie-Pierre](#), a member of [Business Science Institute](#)'s support team, is moving on to new horizons in the banking sector as of this autumn. Business Science Institute wishes her well and would like to thank her most sincerely for her unfailing commitment and professionalism.

DOCTORAL STUDENTS

Mohamed Jean Innocent Compaore, a doctoral student at [Business Science Institute](#) (Dakar n°4) was elected General Manager of SUNU Assurances IARD Burkina Faso as President of the Professional Association of Insurance Companies in Burkina Faso (APSAB), during the assembly held on Friday 16 July 2021. The APSAB comprises 17 companies, including a reinsurance company and a



microinsurance company. Its objective is to promote the development of insurance in Burkina Faso and to provide a forum for member companies to establish constructive collaboration.

SUMMER HIGHLIGHTS

BANGKOK

- **1-2 July:** "Qualitative methodology - Text Mining" seminar with Professor Julien Cloarec.

PARIS

- **8-10 July:** seminar 4 on "Epistemology & Qualitative Methodology", Paris cohort n°6 with Professors [Nathalie Mitev](#), [Damien Mourey](#), [Marc Bonnet](#) and Hanane Beddi.

PUBLICATIONS

[Amami M.](#), [Emerging Technologies and Supply Chain Digitalization](#)

Paperback – Juin 2021.

The approach, in this book, leaves heavy technology complexity and details to technologists. Likewise, it will leave mathematical and statistics complexity to data scientists. The approach favors relatively simple and intuitive explanations in some areas, but also in-depth explanation regarding functionality and capability dimensions of supply chain technologies, helping technology strategists and supply chain managers make informed decisions without compromising their critical and limited resources, which is time. Finally, the book suggests 21 case studies related to the integration of supply chain technologies in various industries. Most of these cases can be accessed through Harvard Business Publishing.



[Burlaud A.](#), [L'enseignement de la gestion en France : identité, défis et enjeux](#) (Management education in France: identity, challenges and issues). [Revue Française de Comptabilité n° 555](#), July-August 2021.

Paché, G. (2021). [Note de lecture, L'enseignement de la gestion en France: identité, défis et enjeux](#) (Review of 'Management in France: identity, challenges and issues'), edited by [Alain Burlaud](#) and Frank Bournois Editions Management & Société, April, 452 p., *Revue française de gestion*, (2), 131-133.

Cheminant, T., Rasolofo-Distler, F., & [Husson, J.](#) (2021). [Continuité pédagogique, innovation en formation et e-learning: le cas de l'École Supérieure de l'Immobilier l'Immobilier](#) (Pedagogical

continuity, innovation in training and e-learning: the case of the École Supérieure de l'Immobilier [School of Real Estate]]. *Projectics/Proyectica/Projectique*, (2), 75-86.

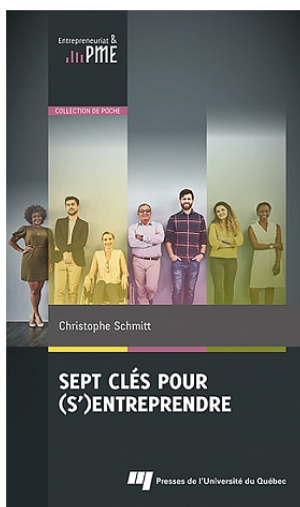
Cloarec, J., [Meyer-Waarden, L.](#), & Munzel, A. The personalization–privacy paradox at the nexus of social exchange and construal level theories. *Psychology & Marketing*.

[Meyer-Waarden, L.](#), & Cloarec, J. (2021). [“Baby, you can drive my car”: Psychological antecedents that drive consumers’ adoption of AI-powered autonomous vehicles](#). *Technovation*, 102348.

[Mothe, C.](#), Delfosse, E., & Bocquet, A. M. (2021). [L’analyse de données textuelles assistée par ordinateur](#) (Computer-assisted textual data analysis). *Revue française de gestion*, (2), 11-37.

Osterwalder, A., [Pigneur, Y.](#), Smith, A., Etienne, F. (2021). [L'entreprise invincible](#) (The invincible company). Pearson, Strategyzer, 384 p. Discover the French edition of the guide to the best business models in the world!

What do IKEA, Airbnb and Microsoft all have in common? The success of these companies is not only about the quality of their products and services, but above all, about the originality of their business models. The best organisations are distinguished by their ability to take their existing models to the next level, and to develop new ones at the same time. What if you had the plans to achieve such business model agility? Your organisation, your business unit, your teams would simply become... Invincible! Alex Osterwalder and Yves Pigneur, creators of the legendary business model canvas, unveil in The Invincible Company the results of their recent years of research, through brand new innovative tools such as the Business Model Portfolio Map or the Innovation Strategy Framework... With them, you will be able to: find new growth drivers while maintaining your organisation's core business; understand what works in today's best business models; evaluate and advance your own business model, your innovation capacity, and all your innovation projects.



[Schmitt, C.](#) [7 clés pour \(s'\)entreprendre](#), Presses de l'Université du Québec, 2021, 128 p.

The aim of this book is not only to demystify entrepreneurship as a form of business creation - by proposing to break away from the stereotypes usually encountered - but also - and above all - to make it within the reach of aspiring entrepreneurs through numerous examples and easy-to-use tools. In short, the aim is to bring to light a renewed image of entrepreneurship, one that is more democratic and more accessible, since entrepreneurship is an activity that is part of our daily lives, well beyond the simple creation of a company.

VIDEOS

Presentation of the collection co-edited by Professors [Michel Kalika](#) and [Paul Beaulieu](#), [La création de connaissance par les managers](#), (The production of knowledge by managers), ed. EMS, 2015, 467 pages, by Marc Benninger, editor in chief at HR One.



[Face à la fraude et au plagiat : pour une science de l'intégrité](#) (Confronting fraud and plagiarism: for a science of integrity).



Xerfi Canal spoke to [Michelle Bergadaà](#), member of faculty at [Business Science Institute](#), and Professor at the University of Geneva about integrity. Interviewed by Professor [Jean-Philippe Denis](#).

[Penser le management hospitalier après les crises](#) (Designing post-crisis hospital management).

Xerfi Canal spoke to Professor [Julien Husson](#), member of faculty at [Business Science Institute](#), Director of IAE Metz School of management and in charge of the Master's and Chair in "*Management des Organisations Sanitaires et Médico-sociales*" (Management of Health Care and Medical-Social Organisations), to talk about hospital management. Interviewed by Professor [Jean-Philippe Denis](#).



[Pour des profils à double compétence](#) (For dual-skilled profiles).

Xerfi Canal spoke to Professor [Jean-Pierre Helfer](#), Chairman of the [Business Science Institute](#)'s Academic Steering Committee and Director of Research, Excelia Group, about dual-skilled profiles.

MEDIAS

- [Transformer la crise en opportunités : le vécu des managers et des salariés](#) (Turning crisis into opportunity: the experience of managers and employees), *HR One*, 26 juillet 2021.

Six [Business Science Institute](#) faculty members carried out a study from December 2020 to March 2021 on the current crisis, its consequences and opportunities, and published their findings in a white paper.

- [On a lu pour vous...L'impact de la crise sur le management](#) (We read it for you...The impact of the crisis on management), Myriam Jézéquel, *Gestion*, HEC Montréal.

How are managers responding to the extraordinary situation caused by the COVID-19 pandemic? Adaptive resilience, crisis management, new opportunities: the health crisis brings its share of challenges and ingenious solutions, reveals a survey conducted by Business Science Institute led by [Michel Kalika](#).



ADMISSIONS

- **Executive DBA (French language)**



[ABIDJAN](#)

[Executive DBA Abidjan – Cohort n°2 \(2021-2025\)](#)

[BAMAKO](#)

[Executive DBA - Bamako - Cohort n° 2 \(2021-2025\)](#)



[CASABLANCA](#)

[Executive DBA - Casablanca - Cohort n°1 \(2021-2025\)](#)

[DAKAR](#)

[Executive DBA Dakar – Cohort n°7 \(2021-2025\)](#)



[DOUALA](#)

[Executive DBA Douala - Cohort n°4 \(2021-2025\)](#)



- **Executive DBA (English language)**

BANGKOK



[Executive DBA - Bangkok - Cohort n° 3 \(2021-2025\)](#)

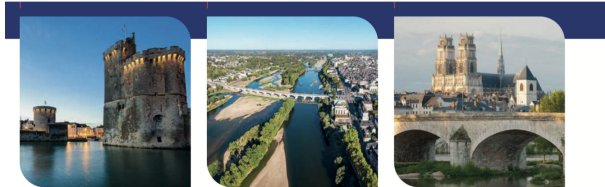
ILE MAURICE



[Executive DBA Mauritius \(2021-2025\)](#)

SHANGHAI

[Executive DBA Shanghai – Cohort 3 \(2021-2025\)](#)



[Tourism & Hospitality - Cohort n°1 \(2021-2025\)](#)

- **Executive DBA (German language)**



FRANCFORT

[Executive DBA Frankfurt - Cohort n°3 \(2021-2025\)](#)

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MANAGEMENT RESEARCH NEWS

Revue française de gestion 2021/2 (N° 295), [Sciences, techniques et pratiques de gestion](#) (Management sciences, techniques and practices), 136 p.

Revue française
de gestion



SCIENCES, TECHNIQUES
ET PRATIQUES DE GESTION

[Projectics / Proyética / Projectique](#) 2021/2 (n°29) [Entreprendre et innover en formation : partage d'expériences pédagogiques](#) (Entrepreneurship and innovation in training: sharing pedagogical experiences).



A journal whose editor-in-chief is Professor [Christophe Schmitt](#), member of the [Business Science Institute](#) faculty.

The 'Revue Projectique' aims to promote, in English, Spanish and French, reflections on emerging themes in the field of the complexity of action in organisations. It is sponsored and edited by the IAE Metz School of Management at the University of Lorraine.

[Revue Projectique](#)



[Edition 3 July 2021.](#)

With a contribution by Professor [Michelle Bergadaà](#).

[Edition 10 July 2021.](#)

With videos of Professors [Julien Husson](#) and [Jean-Pierre Helfer](#).

[Summer Special Edition \(repeats\): 6 August 2021.](#)

With videos of Professors [Eric Lamarque](#), [Christian Defélix](#) et [Julien Husson](#).

[Summer Special Edition \(repeats\): 13 August 2021](#)

With videos of Professors [Michel Kalika](#), [Françoise Chevalier](#) and [Martin Cloutier](#), [Jean-Pierre Helfer](#), [Yvon Pesqueux](#), [Christophe Schmitt](#), [Caroline Mothe](#) and [Anne Bartel-Radic](#).



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