



**BUSINESS
SCIENCE
INSTITUTE**

Doctorate of Business Administration

**GROUPE
IGENSIA
EDUCATION**

Newsletter n°132

November - December 2025



Foreword from the President

This 132nd autumn edition of our newsletter is dedicated to the graduation ceremony held in Lyon on 3 October, attended by 46 members of the Faculty. During the event, the Business Science Institute awarded degrees to 27 new Doctors representing 30 different countries, and conferred 21 Certificates of Research in Business Administration.

In addition to numerous updates on our activities, those of our Faculty members and Alumni, this newsletter is also an opportunity to share some good news: our YouTube channel has now surpassed 2,100 subscribers, with a total of 20,300 views and 10,600 hours of viewing time to date.

Finally, our warmest congratulations go to Professor Lars Meyer-Waarden, who joins the very select group of the World's Top 2% Scientists in the 2025 ranking published by Stanford University. This distinction recognises his research on customer relationships and his more recent work on AI ecosystems and smart technologies. The Business Science Institute is proud to count him among its Faculty.

I hope you enjoy reading this edition!

Professor Michel Kalika
President, Business Science Institute – Groupe IGENSIA Education

2025 Graduation Ceremony



The 2025 Business Science Institute Graduation Ceremony, presided over by Professor **Pierre-Jean Benghozi**, took place in Lyon on 3 October.

The event opened with the conferral of the title Doctor Honoris Causa by Professor **Jean-Pierre Helfer**, President of the Academic Council of the Business Science Institute, upon **Jean-Marc Janailac**, President of the FNEGE.

During the ceremony, 27 new Doctors representing 30 different countries and 14 cohorts (Frankfurt #3, Online DBA #5 and #6, Douala #3 and #4, Shanghai #2 and #3, Bamako #2, Digital DBA #4, English Online #1 and #2, Dakar #6 and #7, Frankfurt #3) joined the ranks of the Business Science Institute Alumni. In addition, 21 doctoral candidates were awarded their Certificate of Research in Business Administration.

Finally, three new theses received the DBA Managerial Impact Prize:

- **Stéphanie Gamperl** (Frankfurt #3), “Managing Highly Intelligent and Gifted People as a Form of Neurodiversity in Organisations: Between Talent Management and Diversity Management”, supervised by Professor **Anne Bartel-Radic**.
- **Yoann Sapanel** (English Online #2), “Understanding the Economic Factors Determining the Value of Digital Therapies: A Mixed-Methods Approach”, supervised by Professor **Martin Cloutier**.
- **Shereen Amos** (Digital DBA #4), “From Disruptive Innovation to Meta-Innovation: Rethinking and Guiding Large-Scale Innovation”, supervised by Professor **Emmanuel Josserand**.

[View the photos →](#)

[Watch the video →](#)



Communication Campaign: DBA in Health, Innovation, AI, and Environment



This high-level programme combines the academic excellence of Paris-Saclay with the expertise of the Business Science Institute, offering research-based training focused on real-world managerial challenges and major contemporary societal issues. It is a unique Diplôme d'Université, specifically designed for executives, consultants, managers, and entrepreneurs wishing to contribute to scientific knowledge while achieving operational impact within their organisations. The Business Science Institute's degree is AMBA-accredited and certified "Responsible Doctoral School" by IRAFPA.

[Watch the video →](#)



Webinar: “Measuring the Impact of the DBA – Insights from Our Alumni Survey” Professor **Michel Kalika**, President of the Business Science Institute, together with Doctors **Leïla Kamara** and **Philippe Anhorn**, Alumni of the Business Science Institute, invite you to a webinar on **3 November from 6:15 to 7:00 p.m. (Paris time)** dedicated to exploring the impact of the DBA. They will present the findings of a survey conducted among 60 Alumni and discuss the programme’s professional and personal impacts.

[Register now →](#)

2026 IRAFPA Conference



The 5th IRAFPA International Conference, “Academic Professions: When Suffering Speaks,” will take place from **17 to 19 June 2026** on the campus of the University of Coimbra (Portugal). Paper proposals may be submitted from **1 November 2025** (maximum 3,000 characters) in the format specified in the call for papers. The ten most fully developed contributions will be published in a collective volume by EMS – Coll. Questions de société.

[Learn more →](#)

M. Kalika, J.-P. Helfer, “Pour relever certains défis de l’entreprise, le doctorat peut être la solution” (To Meet Certain Business Challenges, the Doctorate May Be the Solution), *The Conversation*, 13 October 2025.

In a context marked by multiple crises (geopolitical, environmental, economic, and health-related) companies must fundamentally rethink their decision-making processes and business models. In doing so, they face a major obstacle: the knowledge accumulated by employees and leaders is becoming obsolete at an ever-faster pace...

[Read the article →](#)

Insights into Research - Monthly Series



Each month, a professor from the Business Science Institute addresses the community to discuss their recent research, findings, and managerial and societal impact. For DBA participants and manager-researchers, this is an exceptional opportunity for knowledge sharing and dialogue around research in Management Sciences and the DBA.

Episode 16: “Covid-19, Guerre en Ukraine, Canal de Suez, Inondations, Trump, etc. Comment un Supply Chain Manager peut-il dormir tranquille ?” (Covid-19, the War in Ukraine, the Suez Canal, Floods, Trump, etc. How Can a Supply Chain Manager Sleep Soundly?) presented by Professor **Olivier Lavastre**.

[Watch the video →](#)

Find all episodes of "Insights into Research" on the Business Science Institute website

Videos



Ifpass TV Round Table on Management and the Executive DBA

On 23 September, an exceptional Ifpass TV Round Table was held on the theme of management and the Executive Doctorate of Business Administration (EDBA), in partnership with the Business Science Institute. The discussion featured Professor **Michel Kalika**, President of the Business Science Institute – Groupe IGENSIA Education, and Doctor **Jean Elia** (Paris #1, 2021), CEO of SOGELIFE in Luxembourg.

[Watch the video →](#)

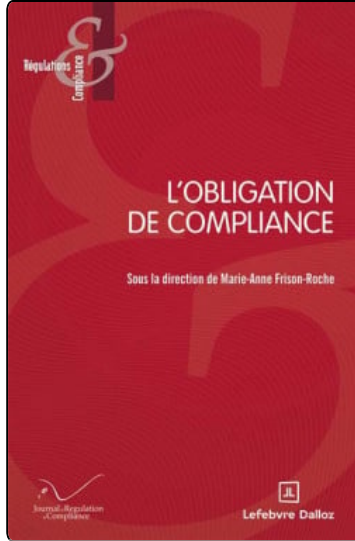


“AI & You: From Research to Reality”

Professor **Lars Meyer-Waarden**, member of the Business Science Institute Faculty, has launched a new YouTube channel, “AI & You: From Research to Reality,” targeting students, doctoral candidates, journalists, and consumers. Its aim is to make complex research understandable through short videos of under five minutes, and to present content on emerging technologies and experimental laboratories, helping students and other interested audiences discover the ecosystems in which we are likely to live in the future.

[Watch the channel →](#)

Books



L'Obligation de Compliance (The Compliance Obligation), edited by Marie-Anne Frison-Roche, Dalloz, 2025, with a contribution by **Jean-Philippe Denis**.

From a technical perspective, the Obligation of Compliance remains difficult to define. Depending on the situation, it is presented either as highly constraining or as largely discretionary. Its contours appear elusive, as regulations introduce such a wide variety of compliance obligations that any sense of unity is often lost, leaving practitioners to await case-by-case judicial clarification. In practice, failing to grasp the underlying unity of the Obligation of Compliance can have devastating effects. Without a clear understanding of what it entails, the application of legal texts becomes unpredictable, increasing uncertainty before the courts - particularly in areas such as data, artificial intelligence, and corporate due diligence...

[Learn more →](#)



P. Lattauer (Frankfurt DE #2, 2023), *Internationale Implementierungsmöglichkeiten von CSR in KMU (International Implementation Opportunities for CSR in SMEs)*, Cuvillier Verlag, Göttingen, 2025.

In recent years, a growing number of issues and cases reported in society and the media—such as the Rana Plaza disaster or the diesel emissions scandal in the automotive industry—have highlighted the increasing importance of corporate social responsibility (CSR) within companies. For example, in 2021, the German Federal Government adopted a Supply Chain Due Diligence Act, which came into force on 1 January 2023. The topic has also gained momentum at the European level with the development and adoption of the European Green Deal and new corporate sustainability obligations...

Business Science Institute Collection

Explore all the titles in the Business Science Institute collection, published by EMS Editions and co-edited by Professors **Paul Beaulieu**, **Michel Kalika**, and **Alain-Charles Martinet**.



[Discover more →](#)

Faculty: Scientific and Editorial News



Sapanel, Y. (English online DBA n°2), **Cloutier, L. M.**, Morton, A., Lin, S., Seres, G., & Ho, D. (2025). Understanding Economic Decision-Making in Digital Therapeutics Development: Qualitative Approach. *Journal of Medical Internet Research*, 27, Digital therapeutics (DTx) represent a transformative shift in health care delivery, offering software-driven, evidence-based therapeutic interventions. Despite their potential, adoption remains low across health care systems, partly due to insufficient economic evidence. Significant knowledge gaps persist

regarding stakeholders' approaches to economic decisions in DTx development, with prior studies also indicating limited consideration of economic factors in early DTx development stages, particularly from researchers....

[Learn more →](#)



IJAM 2025 Most Cited Article

Salvador, E., Simon, J. P., & **Benghozi, P. J.** (2019). Facing disruption: The cinema value chain in the digital age. *International Journal of Arts Management*, 25-40.

Cultural attracted and growing Creative attention Industries in the (CCIs) grey have and attracted growing attention in the grey and scientific literatures since the turn of the millennium (Flew and Cunningham 2010; Ó Cinnéide 2005; UNCTAD 2010). Government reports on strategy are appearing and academics are focusing on various aspects of CCI growth and development from different perspectives (see, eg, Benghozi and Lyubareva 2014; Benghozi and Salvador 2015, 2016; Caves 2000; Crane et al. 2016; Flew 2012; Florida 2002; Lazzeretti 2013; Moreau and Sagot-Duvaurox 2012; Poettschacher 2005; Scott 2006; Taylor and Littleton 2016). Also, special issues of scientific journals are appearing regularly, attesting to the increased importance of these industries. One of the main issues of CCIs in the digital age is their ambiguous status (industrial, technical and cultural), which makes them difficult to define and classify...

[Learn more →](#)



Stanford Ranking – World's Top 2% Scientists

Professor **Lars Meyer-Waarden** has been included in the World's Top 2% Scientists (2025) ranking. This ranking, produced by Stanford University in collaboration with Elsevier, is based on Scopus data and takes into account several bibliometric indicators, including the total number of citations, the h-index, the hm-index, and a composite indicator (c-score) that measures both productivity and the impact of publications. In concrete terms, this means that in the field of Marketing, Professor Meyer-Waarden joins the very select circle of only around 30 researchers in France and 45 in Germany to be ranked among the Top 2% worldwide. Moreover, in the broader Business & Economics field in France, he is positioned within the Top 30%.

[Learn more →](#)

Campus Life



Admissions



- DBA in Health, Innovation, AI, and Environment, in partnership with Université Paris-Saclay.

[Find out more →](#)



- DBA in Insurance, in partnership with the Institut de Formation de la Profession de l'Assurance (IFPASS).

[Find out more →](#)

Check the calendar for the upcoming DBA openings (either in-person or 100% online) for 2025.

[Learn more →](#)

Seminars organised in November-December 2025

- **20, 21 & 22 November 2025** – Third and final follow-up seminar of the year, open to DBA participants in their 2nd, 3rd, and 4th years.
- **4, 5 & 6 December 2025** – Research Conduct Seminar for participants of the DBA Paris-Saclay cohort #1, led by Professors **Michel Kalika**, **Jean-Philippe Denis**, and **Pierre-Jean Benghozi**.

Photo Highlights

- **11, 12 & 13 September 2025** – Quantitative Methodologies Seminar for participants of the DBA Expertise Comptable cohort #1 and DBA Paris cohort #10, led by Professors **Jean Moscarola** and **Stéphane Ganassali**.



Alumni

Publication



L. Kamara, “« L’Engagement », un véritable levier de l’investissement durable pour générer un impact environnemental” (“Engagement” – A Powerful Catalyst for Sustainable Investment to Generate Environmental Impact), *AGEFI Luxembourg*, October 2025.

Doctor **Leïla Kamara** (Paris #6, 2024), Associate Researcher at the Business Science Institute, defended her Executive Doctorate of Business Administration (EDBA) in 2024 on the topic “The Impact of Socially Responsible Investment on the Environmental and Financial Performance of Listed Companies – The Case of Amundi AM”, supervised by Professor **Mehdi Nekhili**.

[Read the article →](#)

Centre de Recherches Appliquées et d’Impact pour les Entreprises (CRAIE) - Centre for Applied Research and Business Impact (CRAIE)



On 2 October 2025, the CRAIE association was created as a non-profit and apolitical organisation, founded by Doctors of the Business Science Institute in Cameroon who wished to pool their expertise to transform applied research into concrete levers for managerial, economic,

and environmental impact.

The Executive Board is composed of:

- President: Doctor Thierry Mindjos (Douala #2, 2022), Expert in Marketing Strategy, Go-To-Market, and Digital Transformation
- Vice-President: Doctor Joseph Lotin Sadjoua Mveng (Douala #3, 2025), Expert in Organisational Competitiveness Management – CAMTEL
- General Secretary: Doctor Augustin Wandji (Douala #2, 2022), Financial Reporting and Planning Manager
- Treasurer: Doctor Bitomo Bekolo Thomas (Douala #1, 2024), Tax Expert, Managing Partner, Cabinet BEKAM

A similar association project is being considered in Switzerland, opening up promising prospects for future international synergies between local chapters.

Follow the Business Science Institute community on social media:



LinkedIn



YouTube



X (ex-Twitter)



Facebook

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