



Elective Handbook Exchanges

International MBA Program

2021 – 2022

09.09.2021



Dear MBA Exchange Participants,

Welcome to our emlyon International MBA Electives.

We have put together an exciting and challenging set of electives that we hope will attract you to coming to visit us in Lyon. The electives offer you the chance to go into more depth on some of the typical MBA core courses or to experience other aspects of business which are important and relevant in today's business climate.

Our MBAs are looking forward to meeting you and showing you our beautiful city. Looking forward to welcoming you to Lyon.

A handwritten signature in black ink that reads "Rhoda Davidson".

Rhoda Davidson
MBA Program Director

Provision List of Electives for MBA Exchanges

Course Title	No of F2F Hours	ECTS
• Advanced Project Management (8IEAPM)	18 hours	2.5
• Big Data Analytics & Business Intelligence (8IEBIG)	12 hours	1.5
• Blockchain & Industry Transformation (8IEBFE)	12 hours	1.5
• Branding & Media Communication (8IEBMC)	18 hours	2.5
• Cracking the Consulting Case (8IECCC)	18 hours	2.5
• Customer Experience Management (8IEMCE)	18 hours	2.5
• Digital Marketing & Omnichannel (8IEDM)	18 hours	2.5
• Digital Strategy & New Business Models (8IEFS)	12 hours	1.5
• Financing Strategy & Corporate Control (8IEFS)	12 hours	1.5
• Global Supply Chain Management (8IESCM)	18 hours	2.5
• International Strategy (8IEINS)	12 hours	1.5
• Key Account Management (8IEKAM)	18 hours	2.5
• Leading Digital Business Transformation (8IEDT)	12 hours	1.5
• Management Sciences (8IEMS)	12 hours	1.5
• Product & Service Innovation (8IEPSI)	18 hours	2.5
• Social Media Marketing (8IESMM)	18 hours	2.5
• Strategic Growth & M&A (8IEMA)	18 hours	2.5

2– Elective Schedule

Where at all possible we will maintain this schedule but please be aware that from time to time there are changes due to events outside the control of the program.

Electives	Course code	Dates
March		
International Strategy	8IEINS	09 & 10
Advanced Project Management	8IEAPM	21, 24 & 25
Branding & Media Communication	8IEBMC	28, 29 & April 1st
April		
Strategic Growth & M&A	8IEMA	04, 07 & 08
Digital Marketing and Omnichannel	8IEDM	19, 20 & 21
Product & Service Innovation	8IEPSI	25, 26 & 29
May		
Digital Strategy & New Business Models	8IESBM	02 & 03
Social Media Marketing	8IESMM	09, 12 & 13
Key Account Management	8IEKAM	16, 19 & 20
Cracking the Consulting Case	8IECCC	23, 24 & 30
June		
Customer Experience Management	8IEMCE	07, 09, 15
Financing Strategy & Corporate Control	8IEFS	09 & 10
Global Supply Chain	8IESCM	13, 16, 17
Blockchain & Industry Transformation	8IEBFE	20 & 21
Leading Digital Business Transformation	8IEDT	23 & 24
July		
Big Data Analytics & Business Intelligence	8IEBIG	01 & 04
Management Sciences	8IEMS	06 & 07

3– Elective Descriptions

Each of the electives are described below, together with the biography of the faculty member. The icons below are used to describe the main pedagogical activities for each elective.

Icon	Course feature	Icon	Course feature
	Case study		Learning visit
	Coaching		Live case
	Company project		Online exercises
	Guest speaker		Personal diagnostic
	Guest faculty		Role play
	In class presentation		Simulation
	Innovation project		

Advanced Project Management 8IEAPM (18 contact hours) – Professor TBD

A survey by consultants McKinsey & Company found that nearly 60 percent of senior executives said building a strong project management discipline is a top-three priority for their companies as they look to the future. Project management brings a focus to strategic decisions and implementation, and it enables resources to be effectively and efficiently managed to deliver value. In a sense, most of an organization's work today is delivered through collaborative projects.

This course is designed for managers who already know the basics of project management but would like to go further. It will allow you to:

- Investigate how strategic projects are organized in organizations, including project selection and funding processes, project governance, and project office management structures,
- Analyze how different project methodologies can be matched to different project types e.g. waterfall, agile methods, open innovation and crowd sourcing
- Learn and deploy project tools which are fit-for-purpose in today's collaborative work environment

NB: During the elective week you will be in class for 3 days and working on a project for the other 2 days



Big Data Analytics & Business Intelligence 8IEBIG (12 contact hours) – Professor Delphine Billouard-Fuentes

Data is more and more abundant in our digital world. This brings a lot of new opportunities for companies and gives new input for decision making. Knowing how to handle data is a high value competency.

This course will examine the concepts of data and Business Intelligence. Students will learn how to exploit data, from the cleaning tasks to data visualization. Each step of this process will be presented and put into practice. The following software will be used during the course: Microsoft Excel, Orange software and Tableau software.

The evaluation of the course will be composed of two parts: participants' engagement and a group work. In this group work, students will apply the different methods seen during the course by performing all the cycle from data cleaning to data visualization on a predetermined topic.



Blockchain for Entrepreneurs & Industry Transformation 8IEBFE (12 contact hours) – Professor Corey Billington

In 2019, \$3.7 billion was invested in blockchain deals including investments in start-ups. Blockchain is set to revolutionize and transform many markets in a similar way to the internet revolution in the late 1990s. At this point in time it is not clear who will be the winners and losers and what the killer apps will be. This course provides you the ability to evaluate the business impact of this technology.

In this course you will receive a primer on blockchain. We will explain what it is, how it operates and the impact it will have on fundamental business structures. We will consider emerging applications and the

consequences for industry and firm value chains. We will have discussions with block chain entrepreneurs and policy makers from forward-thinking economic zones.

You will develop a point of view of how blockchain will transform specific industries and marketplaces and where entrepreneurs might find the best business opportunities.



Branding & Media Communication 8IEBMC (18 contact hours) – Professor Lionel Sitz

Brands and communication are ubiquitous in our society. They are so present that we tend to grasp their actual complexity.

In this elective, you will discover what brands really are. We will discover how to construct new brands, how to manage existing brands and how to adapt the brand to ever changing markets. The course is built on the premise that brand are sociocultural constructions that are fed by the work of numerous actors, inside and outside the company.

Branding is intertwined with media communications since brands cannot exist and create value without clear communication. Hence, we will discuss the processes and concepts behind media communication to clarify the process.

- Concepts/theories will be applied to branding:
- Special focus on the creation on cultural meaning which is crucial for brands to have success
- Concepts of brand stretching and legitimation
- Cultural branding and cultural strategies
- Brand communities and creation of true brand loyalty

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Cracking the Consulting Case 8IECCC (18 contact hours) – Professor TBD

With a value of around \$250 billion the global consulting market is one of the largest and most mature markets within the professional services industry. It is also a favorite for MBA graduates who can use several years of on-the-job-training at a consultancy to further boost their employability. It is, however, notoriously difficult to pass through the interviews. All consulting interviews require an ability to solve business cases on the spot and to impress the interviewers with basic business acumen.

In this course you will learn how to structure different types of business problems and to come up with a range of ideas that make business sense. You will learn how to communicate the key components of a given business problem, and how to analyze those key components in order to suggest solution. Finally, you will learn how to justify your assumption, and show your thinking process. A key deliverable

for the course is demonstrating that you can put all this learning into practice through entry into a case competition or through interviewing for consulting jobs.

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Customer Experience Management 8IEMCE (18 contact hours) – Professor Brigitte Auriacombe

The marketing landscape is changing dramatically through the effect of servitization of the economy, digitalization of interactions, and increased transparency of markets. In this context, managing customer experiences has emerged since the mid 2010's as a promising new approach to address these challenges.

The goal of this course is to introduce the concept of customer experience and to present methods to study experiences. It is also to introduce customer experience management as a strategic approach and to discuss what it entails in terms of organizational culture (ability to think like a customer throughout the organization), strategic orientations (adopt an outside-in perspective to adapt the internal organization) and operational capabilities (customer journey mapping, analysis and design; customer experience KPIs). Learning will be based on lectures, discussions of academic readings and a guest-speaker, and participants will have the opportunity to put their competencies in practice through in-class group work as well as case study preparation and presentation.



Digital Marketing & Omnichannel 8IEDM (18 contact hours) – Professor TBD

The purpose of the course is to investigate how digital marketing and social media fit within an overall Integrated Marketing Communications program. This course will examine the process of developing, implementing, and analysing strategies for marketing existing and potential products using electronic media. We will discuss established DIGITAL marketing tools such as e- mail, search engines, and display advertising, as well as understanding the role of Artificial Intelligence, social media and mobile how to analyse it and track its effectiveness.



Digital Strategy & New Business Models 8IESBM (12 contact hours) – Professor Xavier Maze-Colboc

New and frequently disruptive technologies and novel user behavior lead to the emergence of new economic structures and new business models. Together these transformations challenge and change the creation, capture, and redistribution of value.

This elective addresses the need for executives to explore and exploit these changes to create value in

existing companies/business units. Participants will be able to i) conduct a strategic reflection taking into account emerging business models and practices; ii) diagnose the potential added value of disruptive technologies or radical innovations in a company/business unit; iii) understand the pitfalls and good practices in developing proposed innovations.

These topics will be explored through a series of inputs, group discussions, casework, and through a team project completed for a client organization. Its aim is to have one foot in the library, learning about new ideas, and the other in the laboratory, testing new ideas in practice.



Financing Strategy and Corporate Control 8IEFS (12 contact hours) – Professor TBD

This course is designed to teach the methods used to evaluate projects and firms, as well as to make strategic financing and investment decisions adding value to a firm. The basic principles were laid down by Nobel-Prize winners Franco Modigliani and Merton Miller in 1958. Since their seminal work, much research has focused on the topic and we now differentiate three major capital budgeting and valuation methods: the WACC, the APV, and the FTE approach.

Capital budgeting is important because it creates accountability and measurability. Valuation analysis is essential for maximizing firm value. The final block covered, strategic financing decisions, will give participants an awareness of the intricacies in sourcing firm capital.

We will illustrate all these topics in detail in class, then apply each of them in real-world settings via two Harvard Business School case studies. A strong focus in these cases is for participants to understand the linkage of the investment and financing decision for the firm.



Global Supply Chain Management 8IESM (18 contact hours) – Professor Corey Billington

The purpose of this elective is to go beyond the basics of supply chain introduced in the Operations Management course and to explore the strategic and operational opportunities and challenges involved with managing a global supply chain, including its procurement activities. You will use conceptual frameworks and a set of analytical tools to better understand why supply chains and procurement departments behave as they do. Given this understanding, you will be able to involve yourself in an organization's strategic decisions, particularly those relating to key processes affecting supply chain performance and sustainability.

As we shall see, quantitative approaches are sometimes useful in leading supply chains toward possible solutions. Supply chain management and procurement are fundamentally human endeavours. As such, we will consider how people fit into supply chain structures, and develop skills for forming and developing collaborative, and valuable relationships.

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Improving Your Value Proposition 8IEVP (12 contact hours) – only for Entrepreneurship ELP – Professor Alexander Bell

The most important step and heart of creating a new business is to find a target customer with a problem which is worth solving. The initial value proposition that is envisaged is rarely the one around which a business model can be successfully created. For this reason, an entrepreneur needs to efficiently create and test many different target customer – value proposition combinations in order to find the ones that are viable, and which make economic sense.

In this course you will learn a robust and effective method to identify and test sets of viable combinations and learn ways to envision and test the other elements required to create a successful business. Through cases and testimonials from entrepreneurs, you will learn about the journey to construct a successful entrepreneurial value proposition. And you will receive personal coaching to assist you in improving your own value proposition.



International Strategy 8IEINS (12 contact hours) – Professor Jean-Paul David

Business expansion abroad is fuelled by falling trade and investment barriers, advances in telecommunications, and reductions in transport costs. It is now estimated that the trade across nations exceeds the trade within nations.

In this environment, companies face the strategic imperative of expanding into new geographies. However, in practice, internationalization is frequently less about crafting a clear strategy and more about taking advantage of opportunities as they come along. In addition, managers working in large multi-national businesses face significant challenges in balancing the demands of head-office with the local realities of doing business in their own subsidiary.

The goal of this course is to make sense of why companies internationalize and how to increase the chances of success when expanding abroad and coordinating operations between multiple countries.



Key Account Management 8IEKAM (18 contact hours) – Professor Florian de Johannes

To be a Key Account Manager is to be a professional in the cross-functional management of multi-disciplinary and cross-cultural teams. It means being an ambassador for the company to the client, capable of addressing C-level executives with the aim of developing a beneficial business for all parties.

Well organised, methodical and able to unite dynamic teams to ensure growth and profitability objectives. This elective will take into account all the facets necessary to become an excellent Key Account Manager, capable of understanding and managing commercial aspects, legal negotiations, financial impacts and CSR in a cross-functional management context.

In order to follow this course, you will need a strong desire to be involved in a multi-disciplinary role as well as a good sales acumen. The course will be a mix of theory, case studies and role play where there will be room to step back and reflect on your own cases.

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Leading Successful Digital Transformation 8IEDT (12 contact hours) – Professor Didier Rouillard

Under the alibi of “innovation”, CDOs may feel that their job definition is not clear. They are struggling with no allocated budget, limited HR resources and unclear objectives. Root cause: misunderstanding or misconceptions about digital transformation at C- level. Based on field experience, we see that organizations may have (very) different understandings of what is Digital Transformations (DT). The course provides a structured model on what are the 4 different directions DT can take. It is composed of academic contents, assignment/research in group, concluded by a summary of best practices and examples. After this course, participants will have the ability to drive and explain to an organization, what Digital Transformation is and is not, and what it needs to succeed with clear actionable KPIs, stakeholders to consider, C-level sponsors and resources needed to succeed.



Management Sciences 8IEMS (12 contact hours) – Professor Yacine Rekik

Management Sciences is a discipline that attempts to aid managerial decision making by applying a scientific approach to managerial problems that involve quantitative factors.

This course introduces some of the concepts and methods of Management Science (operations research, game theory, project management, simulation), which involves the application of mathematical modelling and analysis to management situations. The primary goal of the course is to help you become a more skilled builder and consumer of models and model-based analyses. Another important goal is to encourage a more disciplined thinking process in the way you approach management situations. As a result of this course, you will become more confident in understanding and using models.



Product & Service Innovation 8IEPSI (18 contact hours) – Professor Remi Edart

This product & service innovation elective helps you to develop some of the skills of a product manager, one of the key positions within a company for creating competitive advantage. Product management is an art based on insights, data, and intuition.

Your assignment in a team setting will be to prepare for the scaling up of a new value proposition within an existing product portfolio. You will learn how to bridge the gap between a smartly validated idea and digital marketing in a sprint mode. You will follow the example of innovative companies to quickly find a game-changing product-market fit. You will identify and test the most critical hypothesis with landing pages. You will analyze your online tests to decide upon the next action. You will be assessing the potential market and iteratively create a product roadmap. And you will be assessing the extent to which this new value proposition minimizes cannibalization with existing products.

As an integrative course, you will be provided with an opportunity to integrate many competencies together and to experiment using the lean startup and UX design methods.

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Social Media Marketing 8IESMM (18 contact hours) – Professor Jonas Rokka & Professor Massimo Airoidi

Social media marketing and online brand management are increasingly important areas of strategic marketing and crucial for business success. Today's complex and rapidly changing business environment is significantly influenced by the changing consumer behavior due to digital and social media platforms. As a response, companies and brands are adopting new media as a key part of their marketing and branding channels trying to engage with their customers, develop effective online content strategies, and build customer relationships and loyalty online.

Through lectures, course readings, real-life business cases, and assignments, the purpose of this module is to advance participants' understanding of the social media marketing landscape by introducing key challenges and opportunities of social media marketing as well as by providing insights, frameworks and practical tools for effective social media marketing management. Overall, the objective of the course is to foster reflexive strategic thinking about social media marketing and help students to develop their own personalized view on how brands succeed in social media environments.

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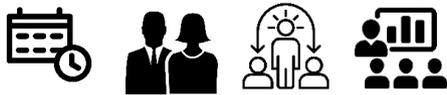


Strategic Growth & M&A 8IEMA (18 contact hours) – Professor TBD

Growth in revenues and profits is essential for long term company performance. However, studies show that only 1 in 4 firms around the world show sustainable profitable growth over any consecutive 5-year period.

Firstly, we consider the main choices and challenges that companies face when finding and using strategic resources to grow. Using tangible case examples, we will be investigating alternatives such as i) growing through internal development, ii) sourcing resources through contracts or through forming alliances, or iii) acquiring resources by mergers and acquisitions (M&A). When should companies choose one method over another? How can these growth methods be combined successfully?

Secondly, despite the popularity of M&A, there is evidence to show that most deals fail to deliver value. Some researchers suggest that the failure rate may be as high as 70%, destroying huge amounts of shareholder value. The good news is that companies possessing strong M&A capabilities and regularly pursuing M&A opportunities can achieve much higher success rates. Through cases and discussions with industry experts, we will investigate the factors that can create M&A success before, during and after the deal.



4– Biographies

Massimo AIROLDI

Massimo Airoldi is Assistant Professor at emlyon business school, as well as member of the Lifestyle Research Centre and of the AIM research centre on Artificial Intelligence in Value Creation. He holds a PhD in Sociology and Methodology from the University of Milan. His doctoral dissertation – a digital analysis of musical taste on YouTube – was nominated for the 2018 ECSR Dissertation of the Year Award.

His main research interests are: digital methods, social media platforms, Big Data, quantitative text analysis, AI, consumer behaviour. He published several articles on these topics in journals such as Information, Communication & Society, Poetics, and International Journal of Social Research Methodology. Before starting his academic carrier, Massimo worked for two years as a data analyst and market researcher for a digital marketing company based in Milan.

Brigitte AURIACOMBE

Brigitte Auriacombe is full professor of marketing. She holds a PhD in Marketing and has a fifteen years professional experience in hospitality (Accor Group) as a marketing manager. She is an expert in service marketing and management. Her research deals with the lived experience of customers and workers in interactive service contexts. She uses qualitative methods to uncover how workers and consumers make sense of their interactions in a variety of situations (dyadic and collective; conflictual and cooperative). She has developed a partnership with the holiday specialist Club Med which combines research, pedagogy and consultancy. She teaches to post graduate students and develops tailor-made executive programs with companies (Club Med, Apicil, Orange, Groupama...). Her teaching deals with the management of customer experiences with a focus on post-purchase customer journeys, when value in use is (or is not) experienced by customers. She integrates different tools from service marketing, management and design to offer concrete methods to manage customer experiences.

Corey BILLINGTON

Over the last 40 years Corey Billington has successfully blended a career as a business leader, university professor, and entrepreneur. Corey spent 20 years at HP working in roles such as Corporate Head of Supply Chain Services and Executive Director of Strategic Planning and Modelling for the Product Processes Organization. He is most well-known during this time as being a key originator of the field of Supply Chain Management. As a leading thinker, he defined and implemented supply chain within the high-tech industry and has published many of the seminal papers that established this field of research and industrial application.

Corey spent 5 years as a Professor of Operations Management and Procurement at IMD in Lausanne, Switzerland, where he was also the Director of the CSR Forum. More recently he is Professor at the University of Wyoming where he has worked to introduce Blockchain technology into the local economy and has played a leading role in developing regulation to enable blockchain-based businesses.

Delphine BILLOUARD-FUENTES

Delphine Billouard-Fuentes is an associate professor in information systems and data management at

emlyon business school. She has almost 20 years of experience in the fields of Information Systems, Accounting and Management. During these years, she carried out teaching activities at Université Lyon 3 and Ecole Centrale de Lyon.

She holds a PhD from Université Lyon 3, and her doctoral thesis was focused on the integration of a centralized software in a university. Her research deals with the integration of digital tools in organizations and the impact of digitalization on teaching. Her main teaching topics are: Information Systems, Data Management and VBA Programming.

Jean-Paul DAVID

Born in Vancouver (CANADA), Jean-Paul has more than 30 years of experience in marketing, finance and internationalization strategy. In 1994 he founded Mercadex International (Canada) which is dedicated to assisting companies in the development of their activities in the global marketplace. He also founded Mercadex Europe (France) in 2016. He holds an MBA in International Management from HEC Montréal and is a graduate of UQTR. He also teaches international business at EM-Lyon and TBS, and had taught at HEC Montréal from 1998 to 2015. He is also a board member of the French Export Think Tank and a member of the France-Canada Chamber of Commerce. He is the author of articles published in international business journals including The Expansion Management Review (Paris), Comercio Exterior (Mexico), the International Journal of Business and Management (Toronto) and is the author of the book "Comment développer les marchés internationaux". Jean-Paul is fluent in French, English and Spanish.

Remi EDART

Experience in the European B2B « Google high tech » (asml.com) as a product manager & innovation lead. Founder of D+HINKING, innovation practitioners network. EMBA from Erasmus Business School.

Enjoying facilitating and coaching teams with human-centered mindset and approaches to co-design value-driven solutions in complex cross-functional, multicultural, entrepreneurial, technological & fun environments. Supporting the managerial transformation at the individual, team and organization levels with tailored creative leadership programs. Designing & facilitating top management workshops.

Specialties: ● product management ● design thinking ● service design ● sustainable design ● customer journey mapping ● leadership ● agile team coaching ● governance innovation ● managerial transformation ● business model creation ● value proposition ● lean startup ● workshop design & facilitation ● digital

High energy | enthusiast | open minded | entrepreneurial | human centered | supportive | out of the box | conceptual thinking | divergent-convergent | see-connections | problem solver | result-driven | perspectives seeker | persistent | business acument | engaging | authentic | fun

Florian de JOHANNES

As a multi-disciplinary leader of large companies, I started my career in new technologies. Working for ten years at world-class companies such as Adobe, Google and Esker in the early days of the internet, and then leading Marketing and Operations for some of the biggest names in the industry, I now head up sales operations across Western Europe for a global industry leader. I have implemented innovative

business development methods through these experiences and refined them during my Executive MBA at EM Lyon Business school in 2018. Coming from the intense and teeming world of SMEs and working for twenty years in large, structured and powerful groups, my mission today is to make the management of companies intelligible and fluid, whatever the size or market.

Xavier MAZE-COLBOC

Xavier Maze-Colboc has 22 years of professional experience in strategy consulting and business management. Founder of Generis, a firm specialized in corporate performance, he assists international executives from all sectors in steering their business and managing their major transformation projects. He is also co-founder of Enen, a company aimed at identifying employees' potential.

At the beginning of his career, Xavier supported more than 200 business creation and takeover projects. Previously head of the Alstom group's IT department, he supported the transformation of EDF's information system and also led numerous assignments on strategic issues, reorganization and change management in two consulting firms.

Yacine REKIK

Yacine Rekik is a Full Professor of Operations & Supply Chain Management at EMLYON Business School, France. He gained his PhD degree in Industrial Engineering at Ecole Centrale Paris. Before joining EMLYON, he occupied a Research Associate position at the Distributed Information & Automation Lab of the University of Cambridge (UK). The purpose of his research project is to develop a set of models that provides qualitative and quantitative insights on the impact of inventory inaccuracies and the benefits of the RFID technology on the performance of supply chains in terms of cost reduction and/or improvement of service levels. As a TOUPARGEL chair professor, he is also developing new and innovative Inventory and Routing policies taking into account the ecological footprint.

Didier ROUILLIARD

Didier Rouillard is Vice-President Digital NOW at Quadiant, based in Paris. After several years in senior management roles with Quadiant in Chile, Brazil and Switzerland, he is now running Quadiant Digital NOW program. Digital Now is the Digital transformation consulting program of Quadiant specialised in Digital customer experience. Working on digital transformation processes that happening in Enterprises. Didier Rouillard holds a Master in Engineering from INSA (France), a MBA from EM Lyon (2003) and a specialization in Digital Transformation from INSEAD.

Joonas ROOKA

Dr. Joonas Rokka is Associate Professor of Marketing and Director of Lifestyle Research Center at emlyon business school. He is an expert on branding, consumer experience, lifestyle, digital media, and creative visual research methods. His research has been published in Journal of Consumer Research, Organization, Journal of Business Research, Journal of Marketing Management, European Journal of Marketing, Recherche et Applications en Marketing, and Consumption Markets and Culture. He is Associate Editor of European Journal of Marketing. In addition, he has professional experience in branding, digital marketing and marketing research in large international FMCG company (Valio Ltd.), and he is a consultant for several Nordic start-up companies.

Lionel SITZ

Lionel Sitz is associate professor of marketing and the coordinator of the marketing team. He holds a PhD in marketing and a Habilitation à Diriger des Recherches (HDR). Interested in consumption phenomena, his teaching revolves around branding, consumer behavior, sociology and anthropology of consumption. His research interests concern, brands and their status in our societies, lifestyles in a connected society, consumers' passions and the relationships between ethnicity and consumption. He is particularly interested in consumer social movements, the construction of collective consumer identity, sociology, anthropology, visual and qualitative methods. He consults with several companies on branding, market research practices and customer intelligence.