

## Online Master’s in Innovation and Entrepreneurship (OMIE)

### Online Certificate in Innovation Management and Entrepreneurship (OCIME)

There are 20 courses overall in the Online Master’s in Innovation and Entrepreneurship (OMIE), 12 Certificate Courses (asynchronous delivery, self-paced) and 8 Degree only courses (synchronous and asynchronous delivery with a fixed time-table). Each course contains 4\*45 minute modules.

12 Certificate Courses (asynchronous delivery) are listed in terms of three specializations.

The overall program should start with a free “Learning to Learn” course with about 20 minutes of video material and some exercises.

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### List of specializations and courses

12 Certificate courses organized in 3 For-Credit Specializations (self-paced)

- Scaling up
  - Entrepreneurship Strategy: from ideation to exit - Ambroise Huret.
  - Scaling-up Operations – Sam Aflaki.
  - Managing the Performance of a Growing Enterprise – Sebastian Becker.
  - Marketing through Social Media - Kristine de Valck.
  
- Creativity and Innovation
  - Boosting Creativity - Anne-Laure Sellier.
  - New Product Development - Svenja Sommer.
  - Developing a Customer-centric Strategy through marketing – Frédéric Dalsace, Corinne Dager, Marc Vanhuele.
  - Intellectual Property Law for new businesses - Pascale Brochard.
  
- Innovation and Entrepreneurial Strategy
  - Business Strategy – Pierre Dussauge.

- Strategic Management of Innovation - Thomas Astebro.
- Organizing for Innovation – Tomasz Obloj and Giada Di Stefano.
- Social Entrepreneurship and Changemaking - Florian Hoos.

8 MSc Degree only Program courses, run in the following order (webinar format, interactive sessions, + coaching learners' projects)

- Team Building – Marc Beretta
- Design Thinking: Creative Solutions for Innovation - Sihem Jouini.
- How to Create a Business Plan - Frédéric Iselin.
- Negotiations - Mathis Schulte.
- Online Business under Information Asymmetries – Stefano Lovo.
- Entrepreneurial Finance - Etienne Krieger.
- Private Equity and Venture Capital– Patrick Legland.
- (Re-)invent your Business Model with the Odyssey 3.14 approach – Laurence Lehman-Ortega and Hélène Musikas.

## OMIE in INNOVATION and ENTREPRENEURSHIP

Drive Innovation and Develop an Entrepreneurial Mindset

### Short overall program presentation:

This M.Sc. degree program helps you to identify and develop innovative and high-potential commercial opportunities, to understand how to gather talent and capital, and how to manage rapid growth and significant risks using ethical decision-making skills. The program's entrepreneurial perspective also provides insightful ways of thinking about how to tackle new opportunities in social ventures, governments, and life in general. Courses are particularly relevant for business people in charge of innovation, business development, prospective entrepreneurs and future business leaders. In the Certificate courses you study on your own, any time, any place and at your own pace. In the Degree part of the program you work in teams to advance a project of your choice from conception to commercialization during a six month period. You are mentored by a seasoned entrepreneur / business leader you meet once a week. When you successfully graduate as an HEC alumni you can move your project into its next phase by applying for seed funding from HEC, and accelerate it at HEC's downtown Paris accelerator.

### Short Course Descriptions:

Titles and descriptions may change as the courses evolve.

**CERTIFICATE COURSES** (composed of 3 For-Credit Specializations of 4 courses each)

#### **SCALING-UP** (For-Credit Specialization)

*In this specialization you will be developing your skills in scaling up a business, starting from zero and growing it into a business of around 100 employees. You start by absorbing an end-to-end toolkit to scale up and eventually to exit. In the "Scaling up Operations" course you learn how to scale operations within tight resource constraints. This is followed by a course on how to implement a professional and structured management approach. Finally, we teach you how to capitalize on the all-important social media for marketing purposes.*

#### Entrepreneurship strategy: from ideation to exit

This course is designed to offer an end to end "toolkit" for both entrepreneurs and intrapreneurs from the very start of their project until it reaches "maturity" i.e. a company or an intrapreneurial project generating a recurring level of sales and beginning its international development. The course follows a chronological order, and provides answers based on real-life experiences to the crucial questions for aspiring entrepreneurs or intrapreneurs.

### Scaling up Operations

The environment in which entrepreneurs operate is characterized by extreme uncertainty as well as financial constraints. Scaling operations in such a context entails trade-offs associated with (often irreversible) investment on costly production capacity. This course is designed to help entrepreneurs develop the core skills to understand and address these trade-offs and find ways to match supply with demand efficiently. We will focus on operational strategies to scale up businesses in line with the firm's growth rate and provide practical solutions for coping with the evolution of supply and demand. Specific tools and models will be used to analyze operational decisions and to examine their implications for a variety of start-up cases.

### Managing the Performance of a Growing Enterprise

There is always the risk that an entrepreneurial venture or start-up will fail. This can happen if the entrepreneur has the wrong systems in place to make the right decisions or if the entrepreneur relies too much on a personal management style and does not introduce a more professional and structured management approach. This course is designed to help entrepreneurs scale up their venture while managing its performance at all times.

### Marketing through Social Media

Social media have already had a fundamental impact on the way we live. For marketers, the popularity of social media and the widespread adoption of smartphones has truly revolutionized the way marketing 'is done'. More than ever before, word of mouth and consumer communities are considered important market forces that influence decision-making all along the purchase process. Moreover, companies are increasingly adopting a business logic based on co-creating value propositions with customers. Marketing plays a key role in shaping this new era in business. In this course you will learn how social media can be leveraged both in B2C and B2B contexts to better understand, connect with, and accompany your customers.

### **CREATIVITY AND INNOVATION (For-Credit Specialization)**

This specialization focuses on creativity and innovation. "Boosting creativity" trains you to do exactly that, and "New Product Development" helps you to use structured tools and methods to manage the new product development process in teams. A marketing course delivers state-of-the-art frameworks, ideas and tools that enable you to develop offers that customers value, make the offers appealing, bring them to the marketplace, and charge the right price. Finally, you will learn how to use intellectual property rights to protect your idea from imitation or misappropriation and for competitive advantage.

### *Boosting Creativity*

Successful contemporary business relies on the ability of all its employees to be creative. Creativity can be developed and refined, albeit with effort and practice. The first goal of this course is to provide a variety of experiences and activities with the aim of developing the creative abilities of each participant. A second goal is to understand the importance of creativity from a consumer perspective. Consumers are being offered more and more opportunities to customize their products and services, and are increasingly seeking to express their creativity through their purchasing choices. As entrepreneurs, we have the ability to shape the consumer environment in ways that help consumers enhance their own creative abilities, and develop a unique relationship with them as a result.

### *New Product Development*

In today's world, successful new products can make or break a firm's fortunes. This is true for established firms, and certainly more so for start-ups. According to Jeffrey Immelt, CEO of GE, "The only source of profit, the only reason to invest in companies in the future is their ability to innovate and their ability to differentiate." However, in spite of the huge investments organizations make to develop and market new products, many products fail to meet their sales expectations. Developing new products quickly enough, responding to new market opportunities, or successfully bringing new technological breakthroughs to market continues to pose a challenge. In this course, we examine why these problems occur and what you can do about them. In this course you will acquire a broad understanding of how to manage the new product development process.

### *Developing a Customer-Centric strategy through Marketing*

To start and develop a business you need to acquire customers and usually your success will depend on retaining those customers. To interest customers in your offer in the first place, you already have to understand what they value when you start developing your business ideas. This course provides you with state-of-the-art frameworks, ideas and tools that enable you to develop offers that customers value, communicate the value of these offers to make them appealing, bring them to the marketplace, and charge the right price in return. Your reward for success will be a customer base and brand that can both be levers for future success if managed well. The course therefore also provides you with guidelines on managing these two vital assets.

### *Intellectual Property Law for New Businesses*

Business Management in any company requires taking Intellectual Property into account for both value creation and risk management. This course offers a balanced overview of the acquisition of IP rights, freedom to operate, licensing tools and the valuation of IP assets. The objective of this course is not to train future patent and trademark attorneys or

specialized IP lawyers. The main aim is to provide an understanding of the use of Intellectual Property as a strategic tool and, for future entrepreneurs, to show how to implement the appropriate IP policy and best practice in a company, according to the market and the technology in question. The course features interactive presentations, case studies and testimonials from entrepreneurs and IP experts.

### **INNOVATION AND ENTREPRENEURIAL STRATEGY (For-Credit Specialization)**

This specialization focuses on business strategy and its importance for innovation. We start with a course which defines and explains business strategy for you. We then move on to a course which allows you to understand how it applies to innovation. A third course addresses how to implement strategy in the business to engage and incentivize employees to be as innovative as possible. The final course takes you to the domain of social entrepreneurship. We help you to develop a social mission and sustainable social impact for a profit-making entrepreneurial project.

#### *Business Strategy*

Why are some firms more successful than others? This is the fundamental question of strategy. Thinking about how a firm should position itself strategically in relation to its competitors is critical to success. Firms with a clear vision of what their competitive advantage is and of how to maintain and enhance it beat the rest. In a six-step journey, the course will analyze how a firm's external environment (i.e. its competitors, suppliers, customers) as well as its internal capabilities and resources shape competitive advantage. The course provides you with the fundamental concepts, tools and methods in strategic decision-making to link all the main strategic issues and decisions within a comprehensive and organized framework. It will also enable you to develop a critical perspective when confronted with complex, often ambiguous, strategy choices.

#### *Strategic management of innovation*

This course will prepare you for making strategic decisions specifically about innovation. It will give you an understanding of why firms innovate, why and how they compete on innovation, and what role innovation plays in shaping the strategic decisions of companies. You will learn how to source innovation, the types and patterns of innovation, how to compete in dynamic standards battles and how to gain dominance, how to protect innovation from imitation, and the crucial question of timing - a new product launch and market entry.

#### *Organizing for Innovation*

This course is about organizing for innovation. It tackles fundamental issues that entrepreneurs face when managing people, designing structures, building culture, and striving to achieve growth in their firms. Our learning approach combines frameworks based on cutting-edge research in organizational economics, behavioral and competitive strategy, and psychological and sociological theories, backed by evidence from guest speakers and tailor-made video cases. The course follows the life of an innovative venture, from its original creation, through the design of its formal and informal architecture, the morphing of its culture, and the expansion of its scope. It provides fascinating illustrations of the key issues discussed in contexts such as visual and performing arts, wine, gourmet cuisine, or fashion. The course leverages the local context of France and Paris as a global hub for innovation, but also focuses on examples from around the world.

#### *Social Entrepreneurship and Changemaking*

Do you want to become an entrepreneur while contributing to a better society? This course starts with a brief overview of different types of entrepreneurs who create value for society and focuses primarily on action-based learning. But primarily you will work on your own entrepreneurial project, gaining hands-on experience in transforming an idea into a sustainable business model with measurable positive impact on society and the environment. Applying different tools, and with the continuous improvement of your entrepreneurial project, the main output of this course will be a pitch to “sell your idea” to a wider public. The ultimate objective is that after the course you will be inspired, equipped, and convinced that you can take action to tackle the world’s most pressing problems in an entrepreneurial manner.

### **DEGREE COURSES (Run in the order listed)**

#### *Team Building*

In this course you will form teams which you will work in for the remainder of the program and throughout all courses. What makes a team effective? The key factors are trust, the ability to listen, an understanding and acceptance of the constraints of other people, thinking out of the box, mutual respect, open-mindedness, solidarity, integrity, humor... The objective of this course is to help you enhance your leadership and teamwork skills through the training and development of your own team. Everything you learn during the sessions could and should be directly applied during the rest of the program and, of course, afterwards.

#### *Design thinking: Creative Solutions for Innovation*

This course will give you the opportunity to discover and experiment with a systematic approach to product design. The approach provides creative insights and innovative

solutions for design challenges where analytical approaches are not effective. The course will follow a clear and structured process and you will work through several steps to understand the method, its principles as well as its foundations. You will discover the organizational setting in which it is most suitable, either in an entrepreneurial (new business venture) or an intrapreneurial context (established company). You will learn how established firms can adopt this approach to renew their business and look into problems from a different angle as well as redesigning internal processes or addressing complex situations.

#### *How to Create a Business Plan*

When developing a new project or venture, you need to build a business plan... You know that! A business plan should tell a story, that of a project that makes sense in human terms (clients, founding team), economic terms (profitability of the start-up), and financial terms (growth and ROI for investors). It also has to foresee the future without the benefit of hindsight or a crystal ball. It is therefore natural that it deals with intuitions, assumptions, comparisons and projections. But everything must be verified in the field and translated into facts and figures. The aim of this course is to teach you how to build and write a business plan, and how to design and present a successful 5-minute pitch that will convince any stakeholder.

#### *Negotiations*

Every day we are involved in negotiations with superiors, coworkers, potential employers, suppliers, investors, etc. Very often, we are not even aware that we are in a negotiation and barely prepare for them. So why do we sometimes get what we want, walk away empty-handed, or even find ourselves in a destructive and conflictual situation? The objective of this course is to present the fundamental aspects of negotiation, and the art and science of handling disputes and securing agreements between two or more parties. The course focuses on wide-ranging issues faced by professionals, managers, and entrepreneurs, and aims to help you successfully conduct negotiations in a variety of settings. During the class, you will engage in diverse negotiation exercises, followed by debriefing sessions and short presentations and illustrations on the science of negotiation.

#### *Online Business under Information Asymmetries*

Every day all types of products and services are traded through the internet between buyers and sellers who have not met, and who never will. For any trade to occur, however, buyers and sellers must agree on mutually beneficial terms for the transaction. This implies each party knowing what normally only the other party knows. The buyer wants to know as much as possible about the quality of the item for sale, and the seller wants to know how willing the buyer is to purchase that item. This course explores how internet technologies can be used to overcome asymmetries of information and generate trade throughout the life of a



firm. That is to say, from the initial financing of a start-up through crowdfunding campaigns up to the sale of the company's products through internet auctions or e-commerce websites.

*(Re-)invent your Business Model with the Odyssey 3.14 approach*

This course gives you access to Odyssey 3.14 - an original approach developed to help you invent or reinvent a business model. This highly innovative approach has been developed by Laurence Lehmann-Ortega and H el ene Musikas and has proved to be very effective. You will learn about the concept and tools that combine innovation and strategy. Starting with the 3 pillars that make up the core business model, this approach recommends 14 directions to consider in order to invent or re-invent the business model. You will learn from examples, from your peers and from the sessions with the professors how to re-invent a business model that is failing or losing momentum.

*Entrepreneurial Finance*

The development of a new business venture and its financing are closely linked. A start-up company has to gather financing from a number of sources among which venture capital often plays a critical role. In this course you will learn - the basics of entrepreneurial finance and will specifically discover the financing mechanisms for innovation and growth companies that are currently available. You will also be introduced to financial modelling and financial engineering tools. The course covers many of the situations that entrepreneurs and small business owners can face. The aim is to help you successfully design a financial growth strategy which will allow you to carry out your project. As part of this online course, you will deal with several financial situations, followed by thorough debriefing sessions of the simulations as well as lectures and illustrative cases on the art and science of entrepreneurial finance.

*Private Equity and Venture Capital*

The globalized economy creates increasing demand for professionals with well-established international corporate finance expertise. Combining fundamental learning and real-life practice, the Private Equity and Venture Capital course will prepare you for a career in investment banking or corporate finance. The combination of key learning points and the analysis of real case studies will enable you to implement Private Equity transactions, work in the Venture Capital industry and make appropriate decisions.

## Instructor biographies

### CERTIFICATE COURSES

#### Ambroise Huret

##### *Entrepreneurship strategy: from ideation to exit*

Ambroise Huret is a Partner at Eleven Strategy & Management (Paris, London, Madrid), and a Board Member of several companies in the technology, consumer goods and real estate sectors in both Europe and the US. He is the co-founder of three start-ups, all with successful trade exits (Business effiScience Group, Pertinence Software and Jobsesame.com.) He has also held positions as an investment banker and strategy consultant within Booz.Allen & Hamilton. Ambroise is an HEC Paris graduate.

#### Sam Aflaki

##### *Scaling up operations*

Sam Aflaki holds a Ph.D. from INSEAD and is an Associate Professor of Operations Management at HEC Paris. Sam has considerable teaching experience in operations management related courses and has taught in various programs in HEC Paris and ESMT Berlin. He is currently the Academic Director of the Managing the Performance of a Growing Enterprise course in the HEC Paris Executive MBA program.

#### Kristine de Valck

##### *Marketing through Social Media*

Kristine de Valck is an Associate Professor of Marketing at HEC Paris. Her work on electronic word of mouth and online communities has been widely published. Kristine has won multiple awards for her research including the prestigious 'Citations of Excellence Award 2013' for her dissertation-based article about consumer decision making in online communities.

#### Anne-Laure Sellier

##### *Boosting creativity*

Anne-Laure Sellier is Associate Professor of Marketing at HEC Paris. Anne-Laure completed her initial training in business at the HEC Paris School of Management (France), followed by a public administration Master at the Bocconi University (Italy), and an MBA from Warwick University (England). She then worked in the pharmaceutical industry, before undertaking a Ph.D. in management at INSEAD (France). Prior to joining HEC Paris, Anne-Laure was a faculty member at the London Business School in England, and at the Stern Business School of New York University, in the USA. Her main teaching and research interests focus on

creativity.

### Svenja Sommer

#### *New product development*

Svenja Sommer is Associate Professor in the Information Systems and Operations Management department at HEC Paris. She teaches operations management core courses in the MBA and Grande Ecole program, and electives on new product development and supply chain management for MBA students. Prior to joining HEC Paris, she was on the faculty at the Krannert School of Management, Purdue University. Her research interests include project management and product development, focusing on the management of highly uncertain projects, managing the idea generation phases of product development, and early supplier involvement in product development.

#### *Developing a Customer-Centric strategy through Marketing*

### Frédéric Dalsace

Frédéric Dalsace is an Associate Professor in Marketing at HEC Paris, where he teaches B2B Marketing and Social Marketing and Ethics. He is the holder of the Social Business / Enterprise & Poverty Chair. Frédéric is an alumnus of HEC Paris, and holds an MBA with honors from the Harvard Business School, and both an M.Sc. and a Ph.D. in Management from INSEAD. In 2006, he was awarded the HEC BNP-Paribas Teaching Award. Frédéric has worked in the sales and marketing departments of industrial companies such as Michelin and CarnaudMetalbox. Before returning to Academia, he was a strategy consultant with McKinsey & Company.

### Corinne Dauger

Corinne Dauger graduated from HEC Paris in 1984 and then pursued an artistic education in the Brussels Royal Academy of Fine Arts and the Prado Madrid Academic Art School. She has worked for Procter & Gamble Group and the HERMÈS group in various executive positions for over 20 years. Corinne does consulting on Strategic Brand Development, and teaches in HEC Paris International Executive MBA programs in Paris, Beijing, Shanghai and Doha, focusing on Creative Brand Building Strategies.

### Marc Vanhuele

Marc Vanhuele is a Professor of Marketing at HEC Paris. He has a Masters Degree in Communication Sciences and an MBA from KULeuven, Belgium, and a Ph.D. from the University of California, Los Angeles. Prior to joining HEC Paris in 1993 he worked at the London Business School and the University of California, Los Angeles. Professor Vanhuele's main research currently focuses on how consumers treat price information. His research has

been published in leading academic journals and he is co-author of “Consumer Behavior. Applications in Marketing” (Sage 2017) that brings together the most recent research on consumer behavior of interest to marketers.

*Pascale Brochard*

*Intellectual Property Law for New Businesses*

Pascale Brochard is a graduate from the Institut d’Optique Graduate School, with a PhD in non-linear Optics, and is a European and French Patent Attorney. She is currently the Manager of OSHA LIANG Paris ([www.oshaliang.com](http://www.oshaliang.com)) and founder and associate of OSHA. Pascale has over 15 years experience as a Patent Attorney, in companies such as Varioptic and Thales. She has also worked in R&D. Her current day-to-day work focuses on patent law (drafting, prosecution before the patent offices, opposition, freedom to operate studies, patent invalidity and infringement analysis) and support to implement IP strategies in SMEs. She also teaches patent law at the Institut d’Optique Graduate School and the Ecole Supérieure de Physique et Chimie Industrielles de la ville de Paris (ESPCI).

*Pierre Dussauge*

*Business Strategy*

Pierre Dussauge holds an Msc. degree from HEC Paris and a Ph.D. in Management Science from Paris-Dauphine University. He was a visiting professor at the Ross Business School at the University of Michigan (Ann Arbor) from 1991 to 2003. He has also taught at INSEAD, IESE, INCAE, the Indian School of Business (Hyderabad), and Tsinghua University. Pierre is the author or co-author of several books in the field of strategic management and received the 1995 McKinsey award for best management book published in France. His current research focuses on global strategic alliances. In addition, Pierre Dussauge has been a consultant or a management educator with a number of firms in Europe and in the US.

*Thomas Åstebro*

*Strategic management of innovation*

Thomas Åstebro is a Professor of Strategy and Entrepreneurship at HEC Paris, and a Professor of Entrepreneurship at KU Leuven (20%). He is listed in Marquis Who's Who in the World, is among the top 1 percent most read academic authors on [ssrn.com](http://ssrn.com), and is frequently mentioned in business media. He has been involved in starting several companies and has also worked as a management consultant. Dr. Åstebro received his Ph. D. from Carnegie Mellon University, USA and taught at the University of Waterloo and the University of Toronto before joining HEC Paris.

### *Organizing for Innovation*

#### Giada Di Stefano

Giada Di Stefano holds a Ph.D. in management from Bocconi University and is an Associate Professor of Business Strategy at HEC Paris, where she teaches courses in strategy and entrepreneurship.. In 2011 she won the TIM (Technology and Innovation Management) Best Dissertation Award, and in 2015 she has been selected as a finalist for the TIM Emerging Scholar Award. Her research focuses on the creation and transfer of knowledge, with a particular focus on creative industries and social norms. Before joining the world of academia, she worked as a Product Manager for L'Oréal Paris.

#### Tomasz Obloj

Tomasz Obloj holds a Ph.D. in strategy from INSEAD and is an Associate Professor of Business Strategy at HEC Paris, where he teaches courses in strategy. In 2012 he won the Wiley Blackwell Outstanding Dissertation Award, and in 2015 he won the HEC BNP Paribas Pierre Vernimmen 2015 Teaching Award, for the best professor at HEC Paris across all programs (EMBA , Executive Education, MBA., Ph.D., M.Sc.). His research focuses on organization design, contract theory, and behavioral strategy.

#### Florian Hoos

##### *Social Entrepreneurship and Changemaking*

Florian Hoos is an Assistant Professor in the Department of Accounting and Management Control, and the Scientific Director of the Master in Sustainability and Social Innovation at HEC Paris. He has won numerous awards, including a nomination as one of the 40 best Business School Professors under 40 in the world by Poets & Quants, the Prix Vernimmen for the best HEC Paris professor by BNP Paribas, and the "Best Teaching Style" and "Best Professor Core Phase" awards of the MBA program at HEC Paris. He has also won the Prix Pralong award for an entrepreneurial venture he carried out in the Ivory Coast, and was awarded first prize by the German Institute of Internal Auditors for his Ph.D. dissertation. He teaches and researches the fields of social entrepreneurship, social impact measurement, and accounting.

### **DEGREE COURSES** (Run in the order listed)

#### Marc Beretta

##### *Teamwork*

Marc is French and Irish (dual citizenship) with Italian and Greek roots. He has been an International Executive Coach for 12 years and helps people and organizations unlock their potential, find their own way and achieve transformation. Marc has been teaching Management & Leadership and Personal Development at HEC Paris since 2009. He previously worked for Nomura Securities in Tokyo, Arthur Andersen, LVMH and for Bacardi Martini. He is a graduate from ESCP and a certified MBTI® and OPR® practitioner, a certified coach (Transformance) and is a PCC (Professional Certified Coach) by ICF (International Coach Federation). He recently organized and led a polar expedition in Greenland.

### *Sihem Jouini*

#### *Design thinking for innovation*

Sihem Jouini is an Associate Professor of Innovation Management at HEC Paris School of Management, and Orange Chair Holder. She holds an MSc from the Ecole Centrale in Lille and a Ph.D. from the University Paris Dauphine, France. Sihem's research focuses on innovation labs in established firms, creativity methods and organizational design for breakthrough innovation as well as exploration of new domains and upstream phases in innovation projects. She also works on innovation management in international contexts.

### *Frédéric Iselin*

#### *Business planning*

Frédéric Iselin is an Affiliate Professor at HEC Paris. He holds a PhD in Management Science, an HEC Executive MBA and a Master's degree in Innovation Marketing. Frédéric teaches in the graduate, Executive MBA and Masters programs at HEC Paris. He is an expert in business planning, as an entrepreneur, a professor, a jury member and an investor in start-ups. Frédéric has created two start-up companies. He is also a certified mediator for the Paris Centre for mediation and arbitration (inter-corporate conflicts), and acts as a "business angel".

### *Mathis Schulte*

#### *Negotiations*

Mathis Schulte's current research focuses on understanding the creation of social networks within organizations, and their effects on employee satisfaction, customer service, and financial performance. His research has been published in the Journal of Occupational and Organizational Psychology, the Journal of Applied Psychology, and Organization Science. Prior to joining HEC Paris in 2009, Mathis was a senior fellow at the Wharton School, University of Pennsylvania, and lectured on Negotiations and Conflict Resolution. Mathis

holds an M.S. in psychology from the University of Hamburg, and a Ph.D. in social-organizational psychology from Columbia University, New York.

Stefano Lovo

*Online Business under Information Asymmetries*

Stefano Lovo holds a PhD in Economics from the Université Catholique de Louvain. He is a Professor of Finance at HEC Paris where he specializes in Financial Economics and Financial Market Microstructure. His research focuses on game theory and information economics and their diverse applications, ranging from financial markets and corporate finance to the art market. His research has been published in leading academic journals such as *Econometrica*, the *Review of Economic Studies* and the *Journal of Financial Economics*.

*(Re-)invent your Business Model with the Odyssey 3.14 approach*

Hélène Chanut-Musikas

Hélène Chanut-Musikas is an Affiliate Professor at HEC Paris. She teaches courses in the fields of strategy (innovation, growth strategy, corporate social responsibility, strategic alignment, strategic planning) and general management. Hélène previously worked for McKinsey & Co, Bain & Co and France Telecom (Orange). Her work there focused on strategy projects, acquisition due diligences and turnaround projects in various industries. She is a partner in a boutique consulting company. Hélène graduated as an engineer from 'Ecole Normale Supérieure' and Sup Telecom in France.

Laurence Lehmann-Ortega

After graduating from HEC Paris, Laurence initially worked as a consultant in strategy. She then joined Sup de Co Montpellier (France) as a Director of Graduate and MBA programs. She has been an Affiliate Professor at HEC Paris Strategy and Business Policy department since 2009. She holds a PhD in Management from the University of Aix en Provence. Her research focuses on strategic innovation, especially in established firms in mature and low-tech industries. Laurence co-authored *Strategor*, the leading strategic management textbook in France (translated into 4 languages). She is the co-author of "Odyssey 3.14 Reinvent your business model", an original approach combining innovation and strategy. Laurence received the 2014 and 2016 Pierre-Vernimmen-BNP-Paribas Teaching Award.

Etienne Krieger

*Entrepreneurial Finance*

Etienne Krieger is a graduate of HEC Paris and holds a Ph.D. in management science from Paris Dauphine University. He is an Affiliate Professor at HEC Paris and Scientific Director of

the HEC Entrepreneurship Center. Etienne is also a member of the investment committee of the Phitrust Impact Investors venture fund. He was a board member of Xiring, a leading security solutions provider for electronic transactions, from its IPO in 2006 until its friendly takeover by Ingenico in 2011. He is also co-founder of several innovative companies. His teaching focuses on new venture creation and financing. Etienne is a co-founder and member of the board of the French Academy of Entrepreneurship and Innovation.

*Patrick Legland*

*Private Equity and Venture Capital*

Patrick Legland has been a finance professional for over 25 years, and specializes in Equity, Debt Capital Markets, and Mergers and Acquisitions. He is an Affiliate Professor in the Finance Department at HEC Paris, a Graduate Member of the SFAF, and teaches Financial Markets at Science Po Paris. Patrick is also a Board member of the Club Finance HEC, which presents an award for the best professional thesis at HEC Paris every year. Having worked as a Managing Director in different Investment banks in Hong Kong, London, Paris, and having led Global teams, Patrick has extensive international experience. In his role as Global Head of Research, and Member of the Global Capital Market in a large Investment Bank, he wrote many professional articles and research on corporate finance, valuation, and financial markets.