

**Jan  
Lepoutre**

**Professeur  
Associé,  
Département  
Management**



## Contact

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## Formation

PhD in Applied Economics, Ghent University  
Postgraduate in Applied Economics, Ghent University  
MSc in Bioscience Engineering, Katholieke Universiteit Leuven

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## Biographie

Jan Lepoutre, PhD is Associate Professor of Entrepreneurship and Strategy at ESSEC Business School and ESSEC director of the Chaire Armand Peugeot on the Economy of Electromobility.

Drawing on a multi-disciplinary background of engineering, economics and sociology, his research and teaching interests mostly deal with innovation and strategies in uncertain environments, in particular those related to complex social and environmental problems. Combining both quantitative and qualitative methodologies, his research has been published in top tier academic journals, including Academy of Management Journal, American Journal of Sociology, Journal of Organizational Behavior, Journal of Business Ethics, Small Business Economics, and Technological Forecasting & Social Change. He teaches topics related to entrepreneurship, strategy and organizational behavior in various programs at ESSEC, including the Grande Ecole, BBA, Global MBA and Executive Education.

He is the founder of "Expérience Going Pro", for which he received the 2017 Fondation ESSEC award for Pedagogical Innovation.

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## Thèmes de recherche

### Thèmes

My research interest are on the nexus of organizational theory and strategy on the one hand, and entrepreneurship and societal challenges on the other. I investigate how individuals and organizations deal with the challenges that are incurred when putting their entrepreneurial energy to resolving societal problems. In the past, this has led me to qualitatively investigate institutional nonconformity in the Belgian ornamental horticulture industry, as well as developing global databases for measuring prevalence of social entrepreneurship in a country. My current research focuses on the role corporations can play in addressing systemic problems, such as poverty in Africa and sustainable mobility.

### Secteurs

Cleantech, Automotive, Electrical vehicles

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## Publications

### ✉ Publications académiques

## Articles

"The (Non-)Emergence of Mobile Money Systems In Sub-Saharan Africa : A Comparative Multilevel Perspective of Kenya and Nigeria" (J. Lepoutre, A. Ogyuntoye, ), *Technological Forecasting and Social Change*, Numéro -

"Stitched on the Edge: Rule Evasion, Embedded Regulators, and the Evolution of Markets" (M. Thiemann, J. Lepoutre, ), *American Journal of Sociology*, mai 2017, Vol. 122, Numéro 6, p. 1775-1821

"Fifty shades of green: How microfoundations of sustainability dynamic capabilities vary across organizational contexts" (J. Lepoutre, K. Strauss, G. ), *Journal of Organizational Behavior*, Numéro -

"How can startups create the conditions for a dominant position in the nascent industry of Electromobility 2.0?" (C. Donada, J. Lepoutre, ), *International Journal of Automotive Technology and Management (The)*, mars 2016, Vol. 16, Numéro 1, p. 11-29

"How can startups create the conditions for a dominant position in the nascent industry of Electromobility 2.0?" (C. Donada, J. Lepoutre, ), *International Journal of Automotive Technology and Management (The)*, mars 2016, Vol. 16, Numéro 1, p. 11-29

"Designing a Global Standardized Methodology for Measuring Social Entrepreneurship Activity: The Global Entrepreneurship Monitor Social Entrepreneurship Study" (J. Lepoutre, R. Justo, S. Terjesen, N. Bosma), *Small Business Economics*, avr. 2013, Vol. 40, Numéro 3, p. 693-714

"Fools Breaking Out: The Role of Symbolic and Material Immunity in Explaining Institutional Nonconformity" (J. Lepoutre, M. Valente), *Academy of Management Journal*, avr. 2012, Vol. 55, Numéro 2, p. 285-313

"Proactive environmental strategies in small businesses: resources, institutions and dynamic capabilities" (J. Lepoutre), *Accountancy en Bedrijfskunde*, janv. 2009, Vol. 29, Numéro 8, p. 14-19

"On tomorrow's grounds', Flemish agriculture in 2030: a case of participatory translation of sustainability principles into a vision for the future" (J. Lepoutre), *Journal of Cleaner Production*, janv. 2008, Vol. 16, Numéro 10, p. 1062-1070

"Dealing With Uncertainties When Governing CSR Policy Networks" (J. Lepoutre, N. Dentchev, A. Heene), *Journal of Business Ethics* , sept. 2007, Vol. 73, Numéro 4, p. 391-408

"Investigating the Impact of Firm Size on Small Business Social Responsibility: A Critical Review" (J. Lepoutre, A. Heene), *Journal of Business Ethics* , sept. 2006, Vol. 67, Numéro 3, p. 257-273

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## Enseignement

### ↳ Enseignement à l'ESSEC

Entrepreneurship: Entrepreneurship, New Venture Design and Planning, Cleantech Entrepreneurship

Strategy: Strategic Management, Strategy for Complex Environments

PhD courses: Entrepreneurship

### ▮ **Autres activités pédagogiques**

#### **Case study**

- Mobile School: Bringing Out the Wisdom of the Street
- Mobile School: Bringing Out the Wisdom of the Street - Teaching Note

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## **Autres activités**

### ▮ **Activités scientifiques**

#### **Communications présentées à des conférences**

Lepoutre, J. (2014), Responding to Complex Local Problems as a Problem of Organizational Boundary Setting: A Longitudinal Case Study of Two Kenyan Firms, JMS Conference 2014, Cambridge, Great Britain, March 2014

Ventresca, M., Valente, M., and Lepoutre, J. (2014). Engaging Ostrom: Why and How Organizational Theorists Should, 2014 Academy of Management Annual Meeting, Philadelphia, U.S.A., August 2014

Thiemann, M. and Lepoutre, J. (2013). Global challenges, local solutions: An institutional perspective to regulating the tragedy of the commons in the financial industry. Paper presented at the ESSEC Conference "Globalization and the Return of Geography", February 21 and 22, 2013, Singapore.

Thiemann, M. and Lepoutre, J. (2013). Global challenges, local solutions: A process perspective to regulating the "Tragedy of the Commons" in the financial industry. Paper presented at the ESSEC Conference "Globalization and the Return of Geography", February 21 and 22, 2013, Singapore.

Valente, M. and Lepoutre, J. (2013). Theorizing Firm Response to Systemic Problems. Paper presented at the Academy of Management Africa Conference, January 7-10, 2013, Johannesburg, South Africa

Valente, M. and Lepoutre, J. (2012). Theorizing Firm Response to Systemic Problems. Paper presented at the Academy of Management Conference, August 3-7, 2012, Boston, MS

Valente, M. and Lepoutre, J. (2012). Theorizing Firm Response to Systemic Problems. Paper presented at COSI workshop, Harvard Business School, August 2nd, 2012, Boston, MS

Valente, M. and Lepoutre, J. (2012). Theorizing Firm Response to Systemic Problems. Paper presented at Ivey Workshop

Vermeire, J., Lepoutre, J. and Cobben, M. 2011. "Entrepreneurship Education in Elementary School: Does It Make Sense?" Paper presented at the Academy of Management Conference, 12-16 August, 2011, San Antonio, TX.

Valente, M. and Lepoutre, J. 2011. "A Process Theory of Firm Response to Pluralistic Institutional Environments". Paper presented at the Academy of Management Conference, 12-16 August, 2011, San Antonio, TX.

Vermeire, J., Lepoutre, J., & Cools, E. (2011). "A new model of

entrepreneurial behaviour: Early predictors of entrepreneurial competencies and the impact of entrepreneurship education." In G. Vanthournout, L. Coertjens, V. Donche, D. Gijbels, C. Evans, E. Cools & H. Pedrosa de Jesus (Eds.), *Developing Learning within and across Disciplines: Evidence from Research and Practice*. Proceedings of the 16th Annual Conference of the Education, Learning, Styles & Individual differences Network (ELSIN) (pp. 397-404). Antwerp, Belgium: University of Antwerp. [ISBN: 978-80-263-0007-6]

Bacq, S., Hartog, C., Hoogendoorn, B. and Lepoutre, J. 2010. *Social Entrepreneurs: Who they are, what they do and what drives them*. Paper presented at the 7th Annual Satter Conference on Social Entrepreneurship, New York, 3-5/11/2010

Lepoutre, J., Vandenberghe, W., Tilleuil, O. and Crijns, H. 2009. "A new approach to testing the effects of entrepreneurship and enterprise education." Paper accepted for RENT XXIII - Research in Entrepreneurship and Small Business, November 19-20, Budapest, Hungary.

Terjesen, S., Justo, R., Lepoutre, J. and Bosma, N. 2009. "Global Entrepreneurship Monitor (GEM) Social Entrepreneurship Study: Methodology & Data." Paper accepted for the 6th Annual Satter Conference on Social Entrepreneurship, November 4-6, New York, NY, USA.

Lepoutre, J. and Valente, M. 2008. "Fools Breaking Out: Explaining Small Businesses Institutional Non-Conformity." Paper presented at the Academy of Management Conference, 8-13 August, 2008, Anaheim, CA.

Lepoutre, J. 2007. "*The role of discretionary slack in effectively executing proactive environmental strategies in small business*." Paper presented at RENT XXI - Research in Small Business and Entrepreneurship, November 22-23, 2007, Cardiff, UK.

Lepoutre, J. and Valente, M. 2007. "*A resource-based perspective on small business proactive social and environmental strategies*." Paper presented at the Ivey School of Business Research Seminar Series 2007-2008, 1 November 2007, Ivey School of Business, London, Ontario, Canada.

Lepoutre, J. and Valente, M. 2007. "*Overcoming Calimero Complexes in Small Business Social Responsibility*." Paper presented at the conference of the International Association for Business in Society, May 1-June 3, 2007, Florence, Italy

Lepoutre, J. 2006. "*Capabilities for Effectively Executing Socially Responsible Strategies in Small Businesses*." Paper presented at the EABIS-CBS conference on "The Social Responsibility of Small and Medium Sized Enterprises - Integration of CSR into SME Business Practice", 26 October 2006, Copenhagen Business School, Denmark.

Lepoutre, J. 2006. "*Small business sustainable entrepreneurship: A competence-based perspective*." Paper presented at the conference of the International Association for Business in Society, 22-26 March 2006, Mérida, Mexico

Dentchev, NA., Lepoutre, J and Gosselin, D. "*Wealth, Institutions and Business Ethics*." Paper presented at the conference of the International Association for Business in Society, 22-26 March 2006, Mérida, Mexico

Lepoutre, J. 2005. "*Can a small business take its social responsibility by itself?*" Paper presented at EABIS Conference on Small and Medium Sized Enterprises and Corporate Social Responsibility: Identifying the knowledge gaps, 15-16 December 2005, Durham Business School, UK.

Van Passel, S., Wolfert, J. , Lepoutre, J., van der Veen, H.B., Hennen, W.B., Dol, W. and Bouma , F. 2005. "*The MicroWave Approach for Improving the Farm Modelling Process*". Paper presented at the 5th Conference of the European Federation for Information Technology in Agriculture, Food and

Environment. 25 - 28 July 2005, Vila Real, Portugal.

Wolfert, J., Lepoutre, J., Dol, W., Van Passel, S., Van der Veen, H., Bouma, F., 2005, *"MicroWave: a Generic Framework for Micro-simulation based ex-ante Policy evaluation, Modelling Agricultural Policies: State of the Art and New Challenges."* Proceedings of the 89th European Seminar of the European Association of Agricultural Economists edited by Filippo Arfini. Parma Italy, February 3-5 , 2005, pp. 117 - 137.

Lepoutre, J., Dentchev, N. and Heene, A. 2004. *"On the role of the government in the corporate social responsibility debate"*. Paper presented at the 3rd Annual Colloquium of the European Academy of Business in Society, 27-28 September 2004, Ghent.

Lepoutre, J. and Mathijs, E. 2004. *"Ethics and agriculture: corporate or governmental social responsibility."* Paper presented at the 5th conference of EurSAFE, the European Society for Agricultural and Food Ethics, 2-4 September 2004, Leuven.

### ▮ **Affiliations et activités académiques**

Ad-hoc reviewer for Academy of Management Journal

Ad-hoc reviewer for Journal of Business Venturing

Ad-hoc reviewer for Journal of Business Ethics

Ad-hoc reviewer for Ecological Economics

Ad-hoc reviewer for Small Business Economics

Ad-hoc reviewer for International Journal of Entrepreneurial Venturing

Ad-hoc reviewer for Academy of Management Meetings

Ad-hoc reviewer for Business Society

Discussant and session chair at Academy of Management Meetings in Montréal and San Antonio.

Faculty responsible and co-organizer of the Cleantech Challenge 2012

Faculty responsible and co-organizer of the Cleantech Challenge 2011

Faculty responsible and co-organizer of the Cleantech Challenge 2010

Vlerick Liaison to the UN Global Compact Network Belgium

### ▮ **Conseil**

Strategy analysis for Artscape, a Cape Town (South Africa) based theatre company.

Various in-company consulting projects on business development, feasibility studies and business model analysis. Specialty in Cleantech industries.

Facilitated a series of scenario planning and strategy development sessions for Strategy 2020, a platform for strategy development in ornamental horticulture

As a consultant, facilitated 5 sessions of strategy development for "Speciale", a joint venture in the ornamental horticulture industry

Counseled in the development of several business plans of IT-based and social entrepreneurship start-ups