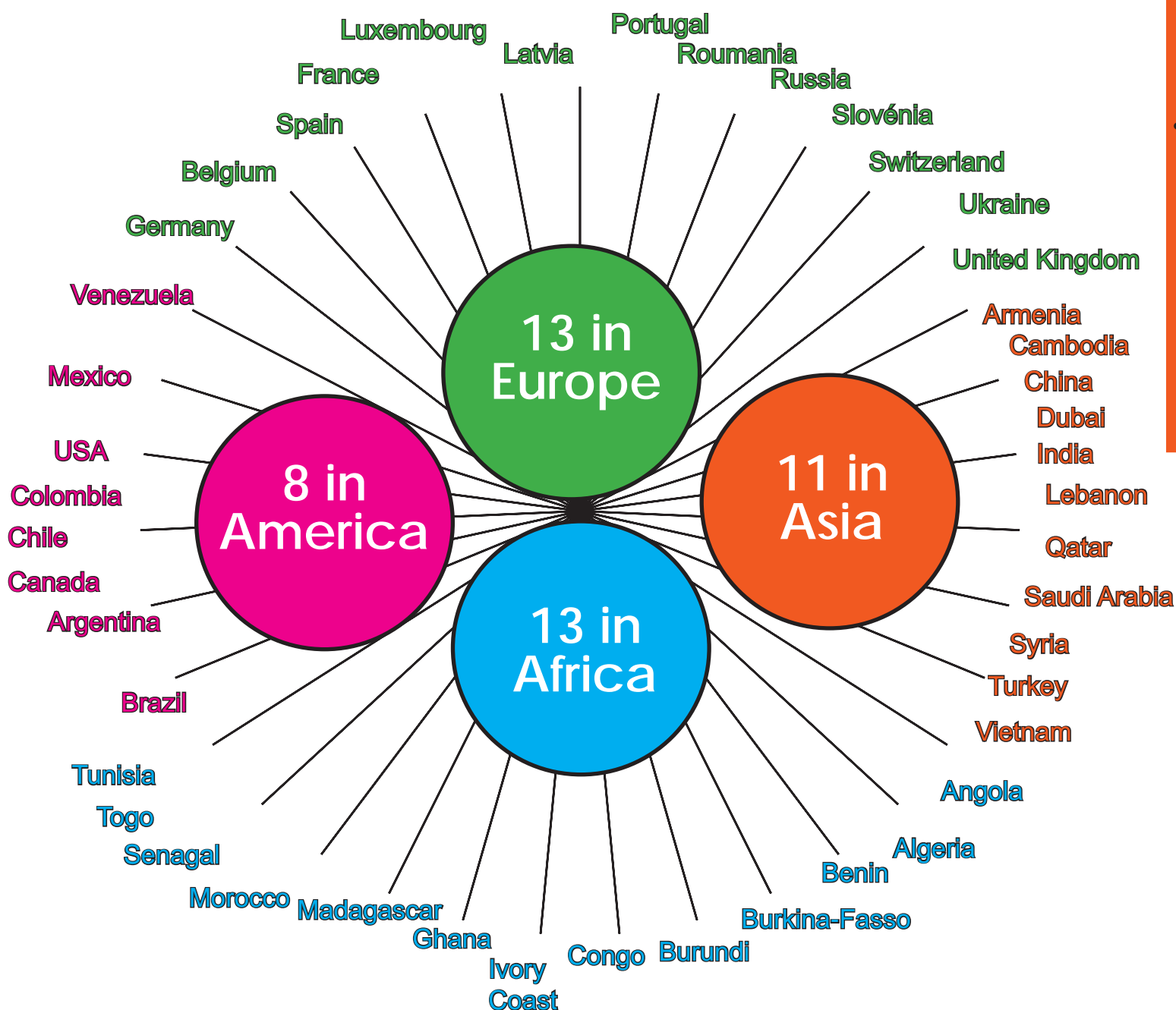


# [ INTERNATIONAL CONSTRUCTION OF AN INNOVATIVE THEORY ]



## *2 founding principles: socio-economic management and intervention-research*

- In addition to its interventions in France, ISEOR also gets involved internationally:
  - 46 countries in 4 continents
- ISEOR publications are issued in three languages:
  - French
  - English
  - Spanish
- Symposia organized by ISEOR featuring simultaneous interpretation between French, English, and Spanish
- 3 pilot countries: intensity of research-interventions
  - in France
  - in Belgium
  - in Mexico



### • 2017 - NOMINATED CHEVALIER (KNIGHT) OF LEGION OF HONOUR

- Henri Savall has been nominated (knight) of Legion of Honour, by way of french Ministry of Higher Education and Research.
- This high national distinction rewards Henri Savall for his many international works for an economy more human, a social life more ethical and a University more civic and less elitist.

# [ FRANCHISEES AND TECHNOLOGY TRANSFER ]



## *Thoroughness and quality control in technology transfer*

**ISEOR has implemented and developed  
a network of franchised consultants  
authorized to use the socio-economic  
intervention method under the  
ISEOR banner.**

**This network exists to help with the ISEOR policy of  
disseminating new strategic management practices  
by providing a greater sample size of companies  
and organizations who enjoy the benefits  
of the ISEOR method.**

By practicing innovative interventions within  
companies and organizations, the franchised  
consultant participates in the

- transfer of experience in socio-economic  
management engineering and its ongoing  
refinement to companies
- methodical support to companies undergoing  
change

- ongoing input to the research centre's scientific and  
technical capital (enrichment of its knowledge  
and data bases).

**Thanks to his endorsement by an internationally  
reputed research centre, the franchised  
consultant enjoys**

- thorough quality control
- ongoing training and improvement
- competitive advantages in the consultancy market

Companies	Countries
Estudio Canllo Montoto	Argentina
PGF	Canada
Management Institute	China
Maria Ángeles Rastrollo Horrillo	Spain
SEAM Institute	USA (Minneapolis)
CAPO2	France
MANAGINOV	France
Objectif Performance	France
Peak Performance	France
VOYANT Olivier	France

19 FRANCHISED  
CONSULTANTS  
(ARGENTINA -  
CANADA - CHINA -  
FRANCE - SPAIN -  
UNITED-STATES)

## Partnership for a socio-economic policy for proper employment

- The ILO is interested in ISEOR's work because it deals with universal issues affecting social standards, especially
  - training
  - employment
  - illiteracy
  - qualifications
  - discrimination
  - health and safety at work
  - working conditions
  - remunerations
  - real wages

• The ILO considers the concept of socio-economic management to be a contribution toward resolving these issues.

*"Full development of the human resource potential that a person represents through his/her contact and collaboration with his/her working colleagues is at the very least initiated. The spirit of participation feeds on personal interest, widely and concretely understood: service to the company converges with service to all the people it unites.*

*That's the hope put forward by Henri Savall when recommending use of the "periodically negotiable activity contract", which when faithfully followed and in the best cases (1), will raise work in dignity from instructed to freely consented".*

(1) Routine optimism based on poor information has no place in Henri Savall's mindset.

François PERROUX  
Honorary professor at Collège de France, Chairman  
of the Institute of Mathematical Sciences and  
Applied Economics.  
(Preface to the book "Rebuilding the Company", 1979)

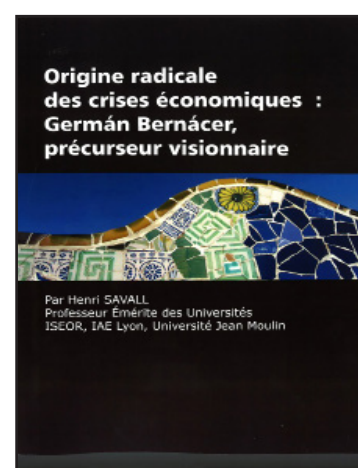
*"This is why I express the wish that bosses and trade unionists alike grasp the tool proposed by Henri Savall and experiment with it. This would without doubt be the best possible test."*  
Jacques Delors (Preface to the book "Enriching human work", 1975).

- Several flagship actions jointly undertaken with the Employers' Bureau of the ILO
  - The only management theory published by the ILO (in 2000, republished in 2008).



2008, news publications

- A new research programme on tetranormalization and the incorporation of social standards and norms into company strategies, launched in 2004.
- A presentation of socio-economic management in the encyclopaedia "Management Consulting. A guide to the Profession", published by the ILO in 1996.
- Pilot actions involving training of executives and experts and intervention-research, carried out in Vietnam and Colombia on request from the ILO.
- 2008: Intervention of the International Labour Office to the Socioeconomic Management Festival organized by the ISEOR on sustainable companies.



Editions IAP, Charlotte, USA. 2012



# [BELGIUM - WALLONIA]

## PILOT COUNTRY



## Development of sustainable financial and social performance

### ISEOR practises widespread intervention in Belgian and Walloon companies and organizations.

Application of the ISEOR socio-economic method has been the subject of intense investment in Belgium since the 1990s.

- Partners: pilot Belgian companies: FOREM and TECHNORD
- Yearly ISEOR symposium: «Modernization of public services - public/private partnership», organized in partnership with FOREM in November 2007, the latter having published an article in his magazine on the socio-economic management implemented in the Paul Bocuse Institute.

REGARDS<sup>[2]</sup>  
sur l'emploi et la formation  
Le magazine du Forem - 1 Trimestriel - 1 Avril/mai/juin 2008 - 1 Numéro 18



### In the Paul Bocuse Institute, cooking and management are good housemates.

Testimony from the Paul Bocuse Institute's general manager Hervé Fleury, who has been applying ISEOR socio-economic management methods since 2006. Extracts from the article written in "Regards", the Forem (Belgium) magazine, June 2008.

*"The socio-economic model seems compatible with our objectives. We started from the principle that to obtain quality training, we must count on effective teachers who are totally dedicated and available passing on their know-how and teaching. Furthermore, to plan what we do with our employees for the next 10 years, we must unite all the actors around a common project. The way the ISEOR model takes account of management in both its social and financial aspects pleased me ... in so far as it proposes a return on investment based on the search for hidden costs caused by organizational dysfunctions. The ISEOR method begins with an audit and a financial assessment of dysfunctions. This requires gaining employees' confidence so they feel able to explain which practices cause problems, and it requires determination from the manager, who must be able to keep on listening. The exercise provided the basis for an excellent reappraisal of the whole organization.*

*Besides this initial audit, the socio-economic model comprises a battery of tools, since progress must be accompanied by measurement of performance. The tools developed by ISEOR might at first sight seem subtle and complex. There are three basic concepts in socio-economic management: quality, quantity, and economy. Each must be routinely taken into account. Some of the changes we have implemented are the monitoring of the organization and the coordination of training, which showed a quality deficiency due to excessive tasks being entrusted to a single team. We therefore decided to share the tasks out differently. This provided a gain in effectiveness and in the quality of accompaniment.*

*Change has not been easily accepted by employees. Some of the team experienced it as a kind of dispossession. In January, 2008, we implemented the "Periodically Negotiated Activity Contract" affecting all employees. Each of them put forward an action plan which was then officially validated. Depending on the financial results of this (based on measurable criteria), the employee can enjoy a bonus of up to 5% of his yearly pay. I started by upholding the principle that this bonus must not represent an extra cost for the company, rather a gain linked to the elimination of dysfunctions. The elimination of such dysfunctions produces added effectiveness, added economy, added motivation, and in the end, added overall quality, with impact in both the financial and social realms. To conclude, these tools became common to all staff. Every time we implement an action, we calculate the financial balance (financial consequences versus measurable consequences of the action on quality and quantity). Certain tools are even transferred (as far as methods go) to our students. Thus second year students, one of whose tasks is to create a project, have drawn up a competency grid showing which shortcomings must be taken care of. It's a lot easier to conduct a project when strengths and weaknesses are known."*

Company or organization	Business sector
ACCESS SECURITY	Security system installation company
ACTIONS INTÉGRATION	Tourist organization
BELSIM	Software engineering company
BLONDIAU	Certified Public accountants
CEQUAL	Training and promotion of quality
Clinique Notre Dame de Tournai	Private healthcare establishment
CLINIQUE ST-PIERRE	Non-profit making hospital
Confédération des Syndicats chrétiens	Trade union
CRIF	Technological study and counselling center
KMM Matériaux	Materials trading company
LE FOREM	Job training and employment organization
LEPOT BIGMAT	Building and do-it-yourself materials trading company
MANPOWER - BELGIUM	Temporary staff and outsourcing
MUTUALITÉ CHRÉTIENNE	Health insurance organization
SCI INFORMATIQUE	Service providing company
TEC HAINAUT	Public transport company
TECHNORD	Group of SMBs specializing in industrial IT and electrics
THERMIBEL	Manufacture of heat sensors
TOP TIPS	Manufacture of cotton buds
VOYAGES COPINE	Travel services company
DEFI PLUS	Association for insertion and development of employment
NIJOLI	Reception and educational monitoring of children
MIRHO	Training and job insertion organization
ESPACE SANTÉ	Sale and hire of medical equipment and optical center
SAINT GEORGES	Reception home for the elderly

**25** companies or organizations practice socio-economic management

# [ MEXICO PILOT COUNTRY ]



## *Development of sustainable financial and social performance and technology transfer*

- **Creation of a robust network**
- of academics, companies, consultants

**Expanding ISEOR intervention in Mexican companies and organizations since 1995**  
ISEOR is developing intervention-research among Mexican SMBs and capitalising new experiences in the modernization of public services.

- Three very active franchised consultants
- **Tools available to them**
  - Horivert multi-SMB
  - Training of consultants
  - 2 University-Company symposia: Mexico City in 2000, Merida in 2004

### **A pilot partnership has been signed and developed with the State of Durango**

- (Consejo de Coordinación Empresarial y Secretaría de Desarrollo Económico): these pilot actions consist of implementing socio-economic management by groups, each comprising 5 or 6 SMBs, through training and technology transfer actions.
- 4 groups formed since 2005, 20 SMBs involved.

• **Vast network of SMB consultants**  
over the whole of Mexico: pilot partnership with COMPITE (Offshoot of the Federal Economy Ministry)

### **Technology transfer with 6 COMPITE consultants and SMBs from 5 different Mexican states.**

- This transfer has been the subject of support from the European Union (Strategic Alliance programme).  
A multi-year extension agreement to 50–100 SMBs from different Mexican States is in the process of preparation with COMPITE for developing socio-economic management applications.

## **32 Mexican companies or organizations practice Socio-economic management (SEAM)**

Region	Company or organization	Business sector
DURANGO	AGN AVIATION SERVICES	Airport services
	ALEJANDRO WALLANDER HERNÁNDEZ	Manufacture of dairy products
	BOTANAS HEBI	Production of appetizers
	CREMERÍA WALLANDER	High class grocery
	DISA CONSTRUCCIONES	Public heavy construction work
	DISTRIBUIDORA VELA	Trading in maintenance products
	EDITORIA Y PRODUCTORA DURANGO	Regional press
	HOTEL SANTA CRUZ	Hotel-restaurant
	INDUSTRIAS FORESTALES SAN IGNACIO DURANGO	Furniture manufacture
	LAVANDERÍA MODERNA	Industrial laundry
	MADERAS NUEVA VIZCAYA	Production and sale of furniture
	MUEBLES VIZCAYA DE DURANGO	Furnishing sales
	SUPER SERVICIO ARRIETA	Filling station
	INTEGRACIÓN AUTOMOTRIZ	Car repair
BAJA CALIFORNIA		
HIDALGO	GRUPO GENISA	Hotel-restaurant group
	TRICO PACHUCA	Production and sale of bakery products
MEXICO DF	GRUPO INTERASESOR DE MENSAJERIA	Courier services
	UNIVERSIDAD AUTONOMA METROPOLITANA	Public university
MICHUACAN	AGUACATES SÁNCHEZ HASS	Production and sale of fruits
	EMPAQUE SAN JOSÉ	Production and sale of fruits
	GOLDEN GATE TRANSMISIONES AUTOMÁTICAS	Car repair
OAXACA	PAULINA YOUTH HOSTEL	Youth hostel
VERACRUZ	BIMBO DEL GOLFO	Food processing company
	EMPACADORA DEL GOLFO	Packaging
	GALLETERA VERACRUZANA	Food processing company
	PRINVER	Oil and geothermal industry
YUCATAN	TAMSA	Oil industry
	EL RETORNO	Industrial bakery
	GOBIERNO DEL ESTADO DE YUCATAN	Public administration
	INSTITUTO PARA LA EQUITAD DE GENERO	Public administration
	IMPULSORA PEXTIL	Textile and clothing manufacturing company
MEXICO DF	PRODUCTOS ALIMENTICIOS CARDIN	Food and packaging industry
	UPRH - SECRETARY OF FEDERAL PUBLIC SERVICE	Public administration

### **Pilot socio-economic management actions across the whole of the “Oficialía Mayor” ministry of the government of the State of Yucatán.**

From 2003 to 2006, the Oficialía Mayor of the government of the State of Yucatán implemented the socio-economic management model with support and methodological assistance from ISEOR. In March, 2006, this ministry and all its components received ISEOR certification in Socio-Economic Management from Lyon.

### **Socio-economic management pilot actions developed in SMBs in Merida, State of Yucatán, (food processing, textiles) since 1998.**

# [MEXICO PILOT COUNTRY]



## *Intensive international academic cooperation since 1995*

- **Creation of a highly active network of 12 partner universities**

- Universidad Autónoma Metropolitana de Mexico (UAM)
  - Instituto Politecnico de Mexico (IPN)
  - TEC de Monterrey (Monterrey)
- Universidad Autónoma de Hidalgo (Pachuca)
  - Universidad de Guerrero (Acapulco)
  - Universidad de Sinaloa (Culiacán)
- Universidad Autónoma de Yucatán (Merida)
  - Universidad de Aguascalinktes (Aguascalinktes)
  - Universidad de San Luis Potosí
  - Universidad de Guanajuato
  - Universidad de Veracruz
  - Universidad de Monterrey



- **Partnership agreements between UAM and the Jean Moulin Lyon 3 University**

- 7 doctorate theses co-sponsored by UAM and Jean Moulin Lyon 3 University supported in Mexico from 2004 to 2007.
- 3 doctorate theses from a UAM professor supported in Lyon in 2006.

- **The number of Mexican doctors is on the rise**

- ISEOR doctorate Training of 13 university professors: UAM, Mexico; Yucatán; Veracruz; Hidalgo; San Luis Potosí

- **Partner institutions:**

French Embassy in Mexico, Conacyt, Anuies

- **Creation of "François Perroux" chair in management sciences on the initiative of the French Embassy and ISEOR**

A network of 4 Mexican universities receive conference speakers from France every year

- Mexico Independent Metropolitan University
  - Guerrero Independent University
  - Sinaloa Independent University
  - Yucatán Independent University
- with ISEOR as the scientific adviser

- 10 speakers received from 2005 to 2008, teachers-researchers in management science from CNAM (Paris) and the Universities of Besançon, Lyon 3, Montpellier 1, Montpellier 3, Nice, and Strasbourg 3.

- The synergy between ECOS Nord projects and the François Perroux chair has contributed to a growth in dynamic cooperation within the network of Universities.

- **Ecoss Nord international Programme**

- Two successive bilateral cooperation projects involving ISEOR and the LIMSE team from UAM have enjoyed the support of the ECOS Nord programme (French Embassy – ANUIES):

■ First project (2000 – 2003) entitled "Creation of potential and financial and social development in Mexican organizations - experimentation with the participative change process", centered on the development of performance in Mexican SMBs. An international symposium co-organized by UAM and ISEOR in November, 2000, in Mexico.

■ Second project (2004 – 2007) titled "Sustainable socio-economic development of Mexican companies and organizations and proactive change strategy" centered on the development of human potential in companies. This project contributed to the creation of a network of 5 Mexican universities for the development of a common research programme in the States of Yucatán, Hidalgo, Guerrero, Sinaloa, Aguascalinktes, and in Mexico City.



## Exportation of French research

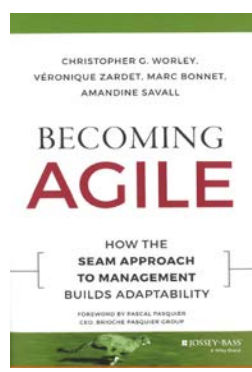
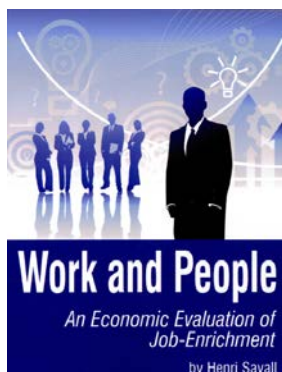
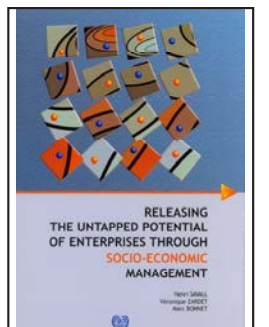
### Publications

- Several works entirely dedicated to socio-economic management have appeared in both the USA and France
- In the USA, works relating to the socio-economic theory were first taken account of in 1981, with the first publication of Henri Savall's doctoral dissertation "Work and People: a financial Assessment of Job Enrichment", preface by H.I. Ansoff (founder of the "strategic management" concept). Published by Oxford University Press of New York, this is a translation of his 1974 complementary thesis sponsored by the University of Paris-Dauphine and published in French by Editions Dunod and titled "Enriching human work in companies and organizations".



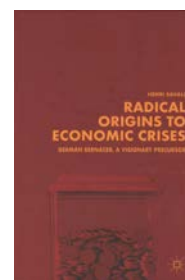
- The second step was broached when Prof. David Boje (NMS University, USA), manager of the prestigious "Journal of Organizational Change Management" review, Emerald, 2003, dedicated a special edition (very rare for a theory coming from outside the Anglo-Saxon world) to the socio-economic model created by Henri Savall and developed by ISEOR.

- The socio-economic model is the only management theory endorsed by the ILO (Geneva, 2000, 2008). It has been published simultaneously in English, Spanish, and French for the attention of the directors and management of small and medium sized companies.

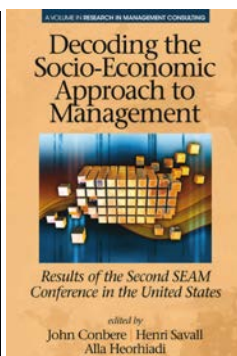
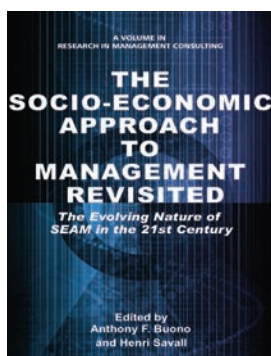
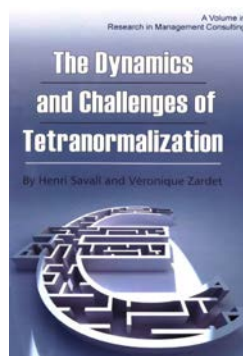


Enquiries and orders:  
[www.iseor.com](http://www.iseor.com)  
[secretariat.general@iseor.com](mailto:secretariat.general@iseor.com)

**Par Henri Savall**  
 This book presents the complete and pioneering works of the great Spanish economist, Germán Bernácer (1883-1965), to an English audience for the first time. Bernácer, the first director of the Research Service of the Bank of Spain (1930-55), inspired Keynes' theory but was also a major critic and opponent of it...

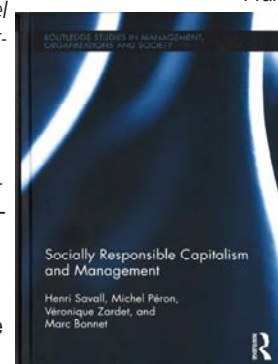
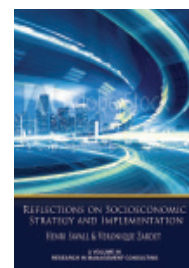


By Anthony F. Buono, Henri Savall, Laurent Cappelletti  
 Intervention Research: From Conceptualization to Publication continues to build on the relationship between the Research in Management Consulting series and the intervener-researchers at the Socio-Economic Institute for Firms and Organizations (ISEOR) in Ecully, France, extending that partnership to our recent work with the French Foundation for Management Education (FNEGE), a foundation dedicated to closing the gap between the teaching and practice of management in France.

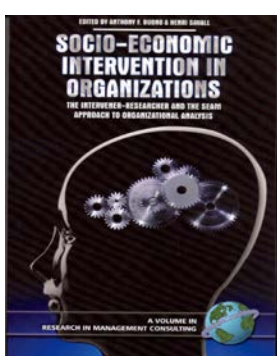


■ Edition USA  
 Books of the SEAM in USA  
 2015, 2016 & 2017

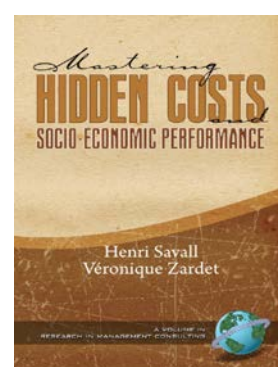
**Par Henri Savall, Michel Péron, Veronique Zardet, Marc Bonnet**  
 This volume is part of an ongoing partnership between the Research in Management Consulting book and the Socio-Economic Institute for Firms and Organizations (ISEOR), located in Ecully, France, on the outskirts of Lyon.



■ By Henri Savall, Michel Péron, Veronique Zardet, Marc Bonnet  
 In the current crisis context, capitalism is questioned by its detractors or defended by its partisans. The concept of Socially Responsible Capitalism (SRC) is based on the



■ The idea for this book was born out of a meeting with Professor Anthony Buono (Bentley College, Boston, USA) initiated by ISEOR. Given the non-existence of any work similar to ISEOR's in the USA, Prof. Anthony Buono proposed writing and coordinating the publication of this book. It is therefore the result of an audacious strategy named "Operation Lafayette", which inspired collaboration between ISEOR and American academics through a scientific dialogue based on original ISEOR research and not on the application of Anglo-Saxon models. This original book comprises 18 previously unpublished chapters dedicated to topics and cases in different private and public business sectors: four were written by American professors, one by a Mexican professor, and thirteen by ISEOR teacher-researchers.



■ This book is the English translation of a work by Henri Savall and Veronique Zardet titled (translation) "Controlling hidden costs/performance" and published in 1987 by Financialia (Harvard Prize for Expansion of Strategic Management). The preface is written by Prof. Anthony Buono of the University of Bentley College, Boston, USA. This book is the first of a series on Management Research and consultancy. In the light of the numerous problems a companies face, the idea is to be able to provide solutions in the field of change management by the application of socio-economic management. Through this work, teacher-researchers, independent consultants, and company directors can find explanations and answers to the problems of governance and conducting change.

## Partnership with the Academy of Management (AOM)

- ISEOR has developed a strong partnership with the Academy of Management since 1998
- The goal of this highly renowned international institution is to promote the value of high-quality managerial research worldwide. It has over 13,000 members.

### ISEOR has organized 21 brand new symposia with the Academy of Management in Lyon

It was through a partnership with ISEOR that the Academy of Management first came to France

- 200 papers and articles from ISEOR members at the yearly Congress of the Academy of Management since 1998

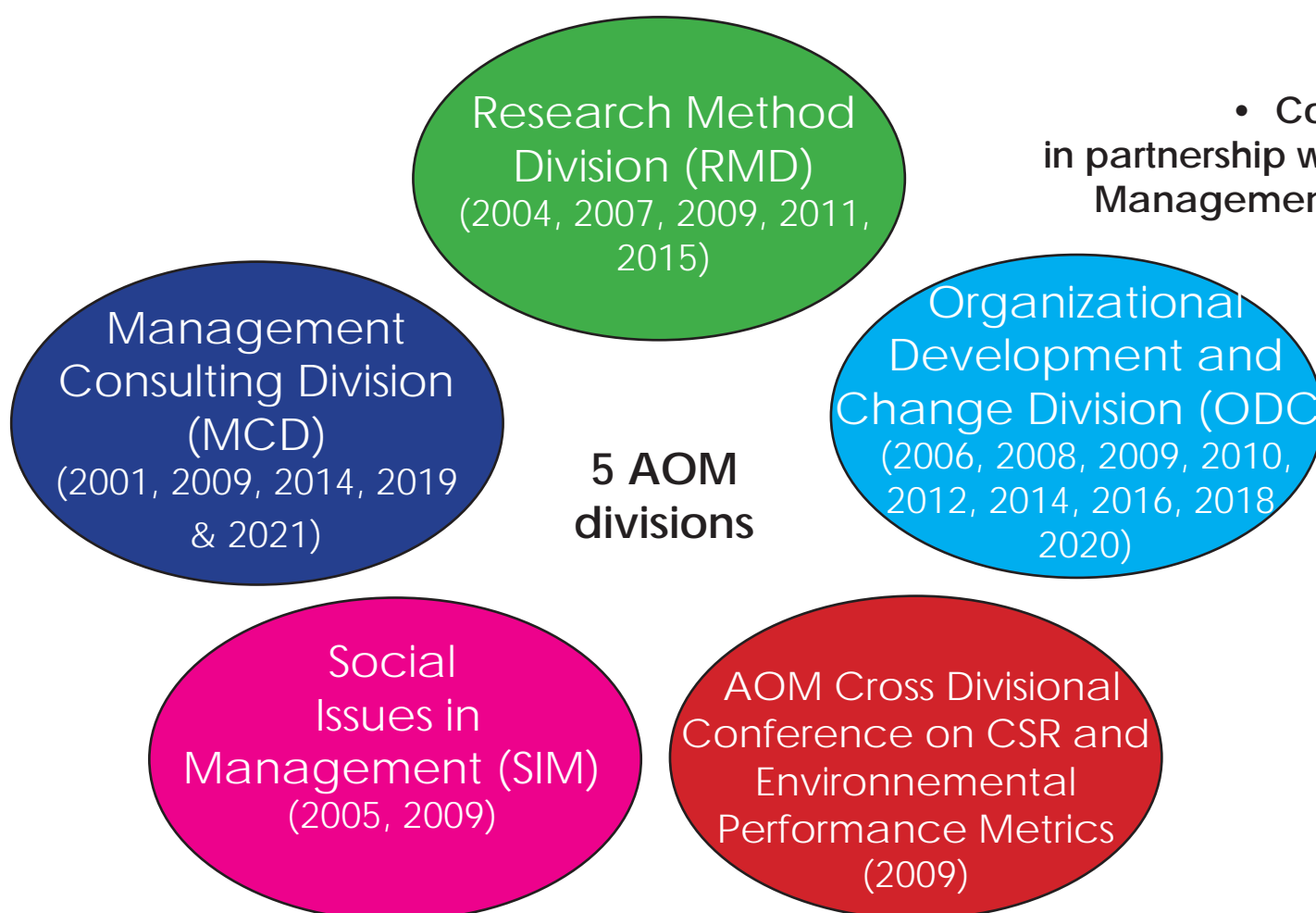
(congresses held in San Diego, Chicago, Toronto, Seattle, Denver, New Orleans, Honolulu, Atlanta, Philadelphia, Anaheim, Boston, Vancouver)

- Several Academy of Management distinctions and prizes have been awarded to ISEOR, including an "Award" for the transversality of projects conducted by ISEOR within the AOM

- Institutional responsibilities within the Academy of Management

- Marc Bonnet
- Rickie Moore
- Laurent Cappelletti

### Contribution to transversality within the Academy of Management



- In 2009
- Conference organized by the ISEOR in partnership with 6 Divisions of the Academy Of Management (MC, ODC, ONE, RMD, SIM, PTC)

- Since 2013
- An annual Conference dedicated to SEAM organized in the USA. The 9th one took place in August 2021



## *Partnership in international academic cooperation*

- **Top-ranking partner institutions:**

- Academy of Management (AOM)
- American Accounting Association (AAA)

- **Co-leadership of the International Doctoral Consortium (ODC/AOM)**

Benedictine University, Chicago and ISEOR, Lyon

- **An academic network of reputed partners**

- Benedictine University, Chicago
  - Bentley University, Boston
  - Central Michigan University
- New Mexico State University, Las Cruces
  - Pepperdine University Los Angeles
  - Saint Scholastica College, Duluth



- **A network on the tetranormalization**

- **Teaching Socio-economic Management**

- MBA at Central Michigan University
- New Mexico State University Masters
  - PhD. Benedictine

- The students carry out work on the application of socio-economic management in US companies, with participation from their professors trained by ISEOR in Lyon-Ecully.

- **1 co-sponsored thesis supported**  
(US PhD + french PhD)



## *Auditing, accounting, control, cost management*

### 15 countries represented

- Argentina
- Belgium
- Brazil
- Canada
- Columbia
- Cuba
- Spain
- The United States of America
- France
- Ireland
- Mexico
- Portugal
- Switzerland
- Uruguay
- Venezuela

■ IIC: large network of academics and experts specializing in auditing, accounting, cost control, and management

■ Partnership with the American Accounting Association (AAA)

- In June, 2007, 2010, 2013 and 2017 ISEOR organized a congress in Lyon in partnership with the IIC and the AAA, on "The globalization of costs"
  - 500 participants or so
  - 320 papers
  - 3 days of conferences
  - 23 countries represented
- 4 languages: French, English, Spanish, Portuguese
- In June, 2010, ISEOR organizes the 2nd transatlantic congress and the 3rd doctoral colloquium / seminar coupled in Lyon in partnership with the AOM / IIC / AAA.
- About 600 participants on 3 days of conferences and 276 communications
- In June, 2013, ISEOR organizes the 3rd transatlantic congress in Lyon in partnership with the IIC / AAA.
- About 269 participants on 3 days of conferences and 185 communications
- In June, 2017, ISEOR organizes the 4th transatlantic congress in Lyon in partnership with the IIC / AAA.
- About 330 participants on 2 days of conferences and 230 communications



# [ MEXICO - SPAIN AND LATIN AMERICA ]



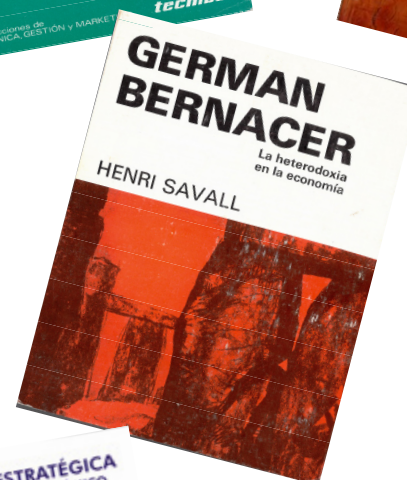
## Exporting French research Publications

- Several works in Spanish,  
published in Spain and Mexico

- 1977 and reediting in 2011: "Por un trabajo más humano", Ediciones Tecnibán, Madrid (1977) and IAP Editions, USA (2011) – Translation of Henri Savall's complementary thesis "Enriching human work", supported in 1974 at Paris-Dauphine University – IAE Management prize, published by Dunod, 1975, then Economica, Paris, 1989.



- 1983 : "Germán Bernácer: la heterodoxia en la economía", Alicante, España: Publicaciones del Instituto de Estudios Alicantinos – Translation of Henri Savall's economic science thesis supported in 1973 at Paris 2-Panthéon Assas University, prize for best theses; published by Dalloz en 1975 (Collection des Grands Économistes), with support from the CNRS.



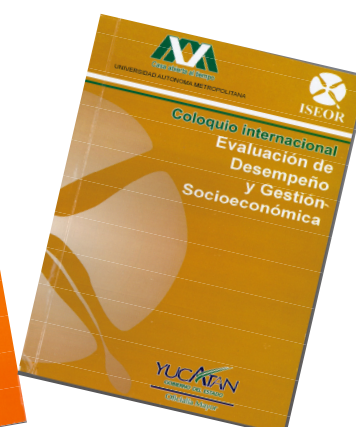
- 2008 :  
Translation of the book "Strategic Engineering of the Reed" by the Academic Presses of Mexico City's Universidad Autónoma Metropolitana (UAM)



- 2000, then 2008 : The socio-economic model is the only management theory endorsed by the ILO (Geneva), published simultaneously in Spanish, English, and French for the attention of executives and management in small and medium sized companies.



- 2000, then 2004 : Publication of two collective works coordinated by Margarita Fernández Ruvalcaba (UAM – Mexico) and Henri Savall respectively and by Henri Savall and Veronique Zardet, accounts from two University-Company Symposia organized in Mexico City DF (2000) and Merida (2004).



### ➤ Enquiries and orders:

- [www.iseor.com/tetranormalization](http://www.iseor.com/tetranormalization)
- [secretariat.general@iseor.com](mailto:secretariat.general@iseor.com)



# [ AN INTERNATIONAL NETWORK OF DOCTORS IN MANAGEMENT SCIENCES ]



- 209 from all over the world doctors have been trained by ISEOR

- in 23 countries

A catalogue of all these theses was published on the occasion of the innovative "1st International Festival of Socio-Economic Management", organized by ISEOR, in partnership with Lyon IAE business school, from 23rd to 25th October, 2008.

- Accessible on the ISEOR site

- A Treatise on Socio-Economic Management (SEAM) presented at the 2nd Festival from November 8 to 10, 2021, consisting of 113 chapters written by 195 authors (1312 pages)



## ➤ Further information:

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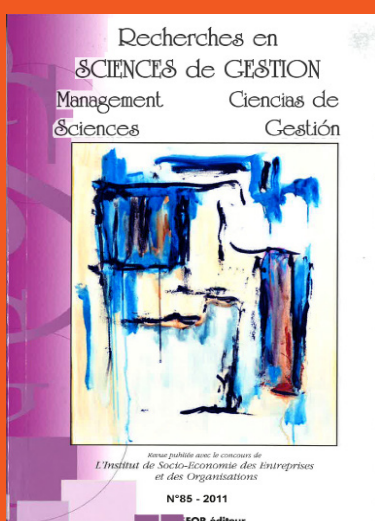
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