



Xavier LECOCQ

Ph.D. in Strategic Management

Full Professor, Strategy and Sustainability

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EDUCATION

2007 Habilitation à Diriger les Recherches, University of Lille 1, France

2003 Ph.D. in Strategic Management, IAE of Lille, France

PROFESSIONAL CERTIFICATION

2001 CEFAG, FNEGE, France

RESEARCH INTERESTS

Innovation and Entrepreneurship, Strategy and Ethics

PROFESSIONAL EXPERIENCE

ACADEMIC:

2007 - Present Professor, IAE of Lille, Lille, France

INTELLECTUAL CONTRIBUTIONS

Papers in refereed journals

Published

Lecocq X., Azzam J. E., Caussimont M., (2023), L'innovation du business model par les entreprises de services professionnels réglementées : le cas de l'expertise-comptable « 100% en ligne », *Innovations - Revue d'Economie et de Management de l'Innovation/Journal of Innovation Economics and Management*, 70(1), pp. 241-270

Lecocq X., DoVale G., Collin Lachaud I., (2022), The new retail model: global reach demands omni-channels, *Journal of Business Strategy*, 43(6), pp. 339-349

Lecocq X., Roux B., (2022), A necessary evil: The role of the secretariat in effective meta-organizations. Lessons from the multilevel study of a business cooperative, *M@n@gement*, 25(2), pp. 60-76

Lecocq X., Sanioossian J., beaucourt C., (2022), Meta-Organizations in the Making. A Multiple Case Study of Multi-Stakeholder Meta-Organizations for Social Innovation, *M@n@gement*, 25(2), pp. 27-44

Lecocq X., Collin Lachaud I., DoVale G., (2021), Micro-level practices of bricolage during business model innovation process: The case of digital transformation towards omni-channel retailing, *Scandinavian Journal of Management*, 37(2), pp. 101-154

Lecocq X., Demil B., Warnier V., (2019), "Business model thinking", business ecosystems and platforms: the new perspective on the environment of the organization., *M@n@gement*, 21(4), pp. 1213-1228

- Lecocq X., Dewitte A., Billows S., (2018), Turning Regulation into Business Opportunities: A Brief History of French Food Mass Retailing (1949-2015), *Business History*, 60(7), pp. 1004-1025
- Lecocq X., Mangematin V., Maucuer R., Ronteau S., (2018), Du modèle d'affaires à l'écosystème : comprendre les transformations en cours, *Finance Contrôle Stratégie*, 1(.), pp. 1-8
- Lecocq X., Zaoual A., (2018), Orchestrating circularity within industrial ecosystems: Lessons from iconic cases in three different countries, *California Management Review*, 60(3), pp. 133-156
- Gatignon H., Lecocq X., Pauwels K., Sorescu A., (2017), A marketing perspective on business models, *Academy of Marketing Science Review*, 7(.), pp. 85-89
- Demil B., Lecocq X., Ricart J., Zott C., (2015), Introduction to the SEJ special issue: Business models within the domain of strategic entrepreneurship, *Strategic Entrepreneurship Journal*, 9(1), pp. 1-11
- Fréry F., Lecocq X., Warnier V., (2015), Competing with ordinary resources, *MIT Sloan Management Review*, pp. 69-77
- Lecocq X., Demil B., (2015), Crafting an innovative business model in an established company: The role of artifacts, *Advances in Strategic Management*, 33, pp. 31-58
- Plé L., Lecocq X., (2015), Customers as creative resources: their influence on firm freedom, *Journal of Business Strategy*, 36(4), pp. 11-22
- Demil B., Lecocq X., (2014), The rise and fall of an open business model, *Revue d'Économie Industrielle*, 146, pp. 85-113
- Moyon E., Lecocq X., (2014), Rethinking business models in creative industries: The case of the French record industry, *International Studies of Management and Organization*, 44(4), pp. 83-101
- Warnier V., Lecocq X., Weppe X., (2013), Ressources stratégiques, ressources ordinaires et ressources négatives. Pour une reconnaissance de l'ensemble du spectre des ressources, *Revue Française de Gestion*, 39(234), pp. 43-81
- Warnier V., Weppe X., Lecocq X., (2013), Extending resource-based theory: considering strategic, ordinary and junk resources, *Management Decision*, 51(7), pp. 1359-1379
- Weppe X., Warnier V., Lecocq X., Fréry F., (2012), Quand les postulats d'une théorie induisent de mauvaises pratiques: la «théorie des ressources» selon J.B. Barney, *Revue Française de Gestion*, 38(228-229), pp. 253-268
- Angot J., Lecocq X., Plé L., (2010), Le client coconcepteur, coproducteur, codistributeur, *L'Expansion Management Review*, (136), pp. 108-121
- Demil B., Lecocq X., (2010), Business model evolution: In search of dynamic consistency, *Long Range Planning*, 43(2-3), pp. 227-246
- Lecocq X., Demil B., Ventura J., (2010), Business Models as a Research Program in Strategic Management: An Appraisal based on Lakatos, *M@na@gement*, 13(4), pp. 214-225
- Moyon E., Lecocq X., (2010), Co-evolution between Stages of Institutionalization and Agency: The Case of the Music Industry's Business Model, *Management International Review*, 14(4), pp. 37-53
- Plé L., Lecocq X., Angot J., (2010), Customer-Integrated Business Model: A theoretical framework, *M@na@gement*, 13(4), pp. 226-265
- Lecocq X., Demil B., (2009), Business Models Evolution: Towards a Dynamic Consistency View of Strategy, *Universia Business Review*, pp. 86-107
- Lecocq X., Demil B., (2008), (Re)penser le développement des organisations. Les apports du modèle économique, *Revue Française de Gestion*, 181, pp. 113-122
- Demil B., Lecocq X., Warnier V., (2007), Le couple pratique-recherche: Divorce, mariage ou union libre, *Revue Française de Gestion*, (171), pp. 31-48
- Demil B., Lecocq X., (2006), Neither market nor hierarchy nor network: The emergence of bazaar governance, *Organization Studies*, 27(10), pp. 1447-1466
- Demil B., Lecocq X., (2006), The box: How the shipping container made the world smaller and the world economy bigger, *M@na@gement*, 9(2), pp. 73-79
- Lecocq X., Demil B., (2006), Strategizing industry structure: The case of open systems in a low-tech industry, *Strategic Management Journal*, 27(9), pp. 891-899

Chanson G., Demil B., Lecocq X., Sprimont P., (2005), La place de l'analyse qualitative comparée en sciences de gestion, *Finance Contrôle Stratégie*, 8(3), pp. 29-50

Lecocq X., Demil B., (2005), Les effets de l'introduction d'un système ouvert sur la structure d'un secteur: Le cas de l'industrie américaine du jeu de rôle, *Finance Contrôle Stratégie*, 8(3), pp. 105-124

Lecocq X., (2004), Une approche socio-cognitive de l'opportunisme: le cas d'un réseau interorganisationnel européen, *M@na@gement*, 7(3), pp. 109-135

Lecocq X., Yami S., (2004), L'analyse stratégique et la configuration de valeur, *Revue Française de Gestion*, 152, pp. 45-65

Forthcoming

Warnier V., Lecocq X., Demil B., (2018), Les business models dans les champs de l'innovation et de l'entrepreneuriat. Discussion et pistes de recherche, *Revue de l'Entrepreneuriat*, 17(2), pp. 113-131

Communications in refereed conferences

International

Archambault C., Lecocq X., (2021), *Overcoming Path Dependence in an Established Firm* AOM, None, Other countries

Roux B., Lecocq X., (2012), *Is There a Place for Theory in Business History* 28th EGOS Colloquium, Helsinki, Finland

Roux B., Lecocq X., (2012), *Theorizing in Strategy: Lessons from the Historical Case of Fisher Body* SMS 32nd Annual International Conference, Prague, Czech Republic

Moyon E., Lecocq X., (2009), *Co-evolution between Agency and Stages of Institutionalization* 2009 Academy of Management Annual Meeting (AoM), Chicago, USA

National

Plé L., Lecocq X., Angot J., (2009), *Customer-Integrated Business Models: A Theoretical Framework* AIMS XVIII conference, Grenoble, France

Other conference and seminar presentations

International

Archambault C., Lecocq X., (2020), - *Crafting Non-designed Business Models in Established Firms? The role of artefacts and project-based structures*. AOM, Vancouver, Canada

Archambault C., Lecocq X., (2020), - *Dynamic Capabilities for Strategic Renewal: The Role of Strategic Intentions and Ad Hoc Problem Solving* SMS, London, United Kingdom

Archambault C., Lecocq X., (2020), - *Shaping the Self-Managed Organization: The role of communication in enacting and stabilizing a new organizational form* AOM, Vancouver, Canada

Archambault C., Lecocq X., (2020), - *Shaping the Self-Managed Organization: The role of communication in enacting and stabilizing a new organizational form* EGOS, Hamburg, Germany

Books

Published

Lecocq X., Demil B., Warnier V., (2013), *Stratégie et Business Models*, 978-2-7440-7650-3, Pearson France, Paris, 242 pages

Desreumaux A., Lecocq X., Warnier V., (2009), *Stratégie*, 978-2744074103, Pearson France, Paris, 256 pages

Desreumaux A., Lecocq X., Warnier V., (2006), *Stratégie, collection Synthex*, 978-2744070600, Pearson France, Paris, 181 pages

Published

- Lecocq X., (2020), « Miles et Snow ou l'alignement entre stratégie et forme d'organisation », In Les grands auteurs en stratégie, Editions EMS, Paris., in: Lollier T. et Tellier A.(Eds.), *Les grands auteurs en stratégie*, 9782376872986, EMS – Editions Management et Société, Cormelles-le-Royal, chapter 13, pp. 240-257
- Lecocq X., Demil B., Warnier V., (2019), Les business models en management stratégique, in: S. Liarte(Eds.), *Les grands courants en management stratégique*, 9782376873174, EMS – Editions Management et Société, Cormelles-le-Royal, chapter 9, pp. 249-280
- Demil B., Lecocq X., Warnier V., (2014), Les business models, in: Tannery, F., Denis, J.P., Hafsi, T., Martinet, A.C., (Eds.), *Encyclopédie de la Stratégie*, 978-2-311-40021-2, Vuibert, Paris, chapter 4, pp. 39-54
- Demil B., Lecocq X., (2012), La littérature sur l'innovation collaborative, in: Saunière, J.C., S. Leroyer, S.(Eds.), *Innovation Collaborative et propriété Intellectuelle*, 978-2-7323-0006-1, Editions INPI, Courbevoie
- Plé L., Lecocq X., (2012), Intégrer les clients dans le business model , in: Volle, Pierre(Eds.), *Stratégie Clients* , 978-2744076121, Pearson France, Paris, chapter 2, pp. 73-99
- Lecocq X., (2009), Les stratégies de réseau , in: Le Roy, F., Yami, S.(Eds.), *Management Stratégique de la Concurrence* , 978-2-10-051762-6, Dunod, Paris, chapter 15, pp. 165-176
- Lecocq X., Demil B., (2009), Les guerres de standards , in: Le Roy, F., Yami, S.(Eds.), *Management Stratégique de la Concurrence* , 978-2-10-051762-6, Dunod, Paris, chapter 25, pp. 275-285
- Lecocq X., Demil B., (2007), La stratégie de produit: stratégie agglomérée et jeux d'acteurs, in: Yami, S., Le Roy, F.(Eds.), *Stratégies collectives*, 978-2-84769-073-6, EMS – Editions Management et Société, Cormelles-le-Royal, pp. 299-318
- Lecocq X., (2007), Miles et Snow ou l'alignement entre stratégie et forme d'organisation, in: Lollier T., Tellier A.(Eds.), *Les grands auteurs en stratégie*, 978-2-84769-084-2, EMS – Editions Management et Société, Cormelles-le-Royal, pp. 227-244
- Warnier V., Lecocq X., (2007), L'émergence de la mode dans un secteur: une stratégie collective. Le cas du Prêt-à-Porter, in: Yami, S., Le Roy, F.(Eds.), *Stratégies collectives*, 978-2-84769-073-6, EMS – Editions Management et Société, Cormelles-le-Royal, pp. 221-246
- Warnier V., Lecocq X., (2004), La mode comme processus de coordination dans un secteur: Le cas de l'industrie du prêt-à porter, in: Mezghani, L., Quelin, B.(Eds.), *Perspectives en Management Stratégique*, 978-2-84769-026-2, EMS – Editions Management et Société, Cormelles-le-Royal, pp. 179-200
- Lecocq X., Yami S., (2002), From Value Chain to Value Networks: Toward a New Strategic Model, in: Lundan, S.(Eds.), *Network Knowledge in International Business*, 978-1840648706, Edward Elgar Publishing, Cheltenham, pp. 9-27
- Lecocq X., (2002), La question des niveaux d'analyse en sciences de gestion, in: Mourgues, N.(Eds.), *Questions de Méthodes en Sciences de Gestion*, 978-1840648706, EMS – Editions Management et Société, Cormelles-le-Royal
- Demil B., Lecocq X., Warnier V., (2002), Le système Pratique-Recherche: Une approche Garbage-Can de la production et de la diffusion des théories, in: Giard, V.(Eds.), *Sciences de Gestion et Pratiques Managériales*, 978-2717845303, Editions Economica, Paris, pp. 367-380
- Lecocq X., Dumoulin R., (2001), Réseau interorganisationnel: pour un changement de paradigme. Contribution à une analyse multi-niveaux en sciences de gestion, in: Desreumaux, A., Marchesnay, M., Palpacuer, F.(Eds.), *Perspectives en management stratégique*, 978-2-912647-74-0, EMS – Editions Management et Société, Cormelles-le-Royal, pp. 213-234

Case studies

- Lecocq X., Demil B., (2002), *La stratégie de WIZARDS OF THE COAST dans le secteur américain du jeu de rôles (I et II)*, CCMP Centrale de Cas et de Médias Pédagogiques, case study G1147, teaching note 0
- Lecocq X., Demil B., (2001), *La stratégie d'HASBRO dans le secteur du jouet*, CCMP Centrale de Cas et de Médias Pédagogiques, case study G1146, teaching note 0

Working papers

Boussemart J., Demil B., De la Villarmois O., Lecocq X., Leleu H., (2013), *A method to analyze profit differential between firms*, IESEG Working Paper Series 2013-ECO-01, LEM Working Paper 2013-01

Demil B., Lecocq X., Wezel F., (2008), *'The curse of the follower': path-dependency and its consequences in the Role Playing Game industry*, IESEG Working Paper Series 2008-MAN-01, LEM Working Paper 2008-03

Plé L., Lecocq X., Angot J., (2008), *Customer-Integrated Business Models: A Theoretical Framework*, IESEG Working Paper Series 2008-MAN-03, LEM Working Paper 2008-24, IESEG School of Management

Moyon E., Lecocq X., (2007), *La dynamique des réponses stratégiques des majors au changement institutionnel dans l'industrie de la musique*, LEM Working Paper 2007-19

Other research

Published

2015: Lecocq X., Haslam C., Nielsen C. - "Business Models (Critical Perspectives on Business and Management Series)" - , Routledge, London

GRANTS AND HONORS

Award

2019 2nd Best Paper Award, Strategy Process Track, Strategic Management Society (Minneapolis, MN)., University of Lille, France

EDITORIAL ACTIVITY

Associate Editor in an academic journal

2014 European Management Review

Guest editor of an academic journal

2016 - 2018 Academy of Marketing Science Review, USA

Reviewer in an academic journal

2012 Reviewer for MIT Sloan Management Review, Research Policy, Long Range Planning, M@n@gement, Management International, Strategic Entrepreneurship Journal, European Management Journal, European Management Review, Finance Contrôle Stratégie, Management Learning, Revue Française de Gestion, Industrial and Corporate Change, Revue Française de Socio-Economie, Journal of Small Business Management, R&D Management, British Journal of Management, Strategic Entrepreneurship Journal...

RESEARCH ACTIVITIES

Supervision of HDR:

2021 Director, A neo-carnegie perspective on managerial uncertainties

2020 Director, Strategic processes and performance of the firm in different contexts

Supervision of Ph.D. Thesis:

2021 Co-director, Les PTCE, des méta-organisations pour l'innovation sociale

2021 Director, Public Private Partnerships in weak institutional environment.

2020 Co-director, La transformation de business model des entreprises matures

Director, Guillaume Dovale

« Analyse de la transformation d'un business model : le cas de la mutation vers une distribution omni-canal »

15 novembre 2019.

Isabelle Collin Lachaud, Stéphanie Dameron, Pier

Director, Catherine Archambault

"The Roles and Behaviors of Upper and Middle Management in the Strategic Renewal Process".

Committee: Linda Rouleau, Lionel Garreau, Benoît Demil, Xavier Lecocq, Nicolas Vaillant.