

The enterprise, a driver for collective creation

The first cycle of the Chair resulted in a new theory of the enterprise, based on innovation. The enterprise is indeed a historically recent phenomenon, which emerged at the end of the 19th century, as a collective form distinct from the legal vehicle that is the corporation. The new theory conceptualizes the enterprise as the locus for collective creation: its purpose is to develop new collective capabilities (technologies, methods, skills...), which would not exist otherwise.

This theoretical breakthrough makes it possible to account for contemporary crises but also to propose new governance schemes. The enterprise's innovation capacities have become critical in a context of climatic, health and social emergency. It is therefore necessary to protect it by law: the Chair was at the origin of the proposal of the « société à mission », which was introduced in the French law in 2019.

Building upon these advances and their international recognition, the second cycle aims pursues new scientific ambitions:

- *Enterprise and civilization*: given the capacity of innovative enterprises to transform our world and shape our futures, how can we think about corporate responsibility in terms of its "civilizational" role?
- *Theory of solidarity*: How can we account for the partnering effect of actions carried out for the common interest? How to integrate these interdependences in the design of environmental or sanitary policies?
- *Mission and management*: how do the notions of "purpose" and "raison d'être" lead to a renewal of some fundamental tenets of organization theory? How to rethink organizational identity or strategic planning in line with the purpose ?

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TEACHING AND RESEARCH CHAIR



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théorie et
méthodes
de la conception
innovante



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THEME 1

Enterprise, collective creation and civilization



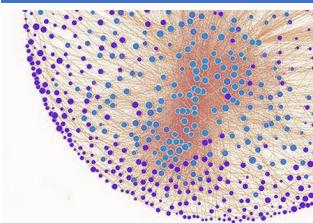
Once we conceptualize the enterprise as the locus for collective creation, it becomes clear that contemporary enterprises transform the world and shape the future. The theme will pursue the theorization of the enterprise and characterize its "civilizational role".

Faced with the limits of the classical mechanisms of corporate responsibility, this theme will explore two fundamental questions:

- **What are the possible statuses for a responsible managerial authority?** The notion of "managerial norms" makes it possible to investigate the historical forms of responsible authority and to draw up the conditions for today.
- **How to apprehend corporate responsibilities if the enterprise has a civilizational impact?** Can the purpose be an appropriate norm? And which normative orders does it draw?

THEME 2

Shareholding, innovation and commitment



This theme will explore the role of shareholders, whose role is central in governance, by approaching them as enterprises to discuss both their creative activities and their responsibilities.

The first round of research on shareholding and engaged shareholders has shown the limits of contemporary approaches to shareholder roles and responsibilities. Yet many original practices are emerging that are poorly described and hardly understood today.

This theme will study these new shareholding and responsible financing schemes. The formulation of the investors' purpose could help to reveal the specific capabilities they develop. The aim is to characterize the conditions for creating these capabilities, the symbiotic or ecosystemic role of investors, between their subscribers and their holdings, and the implications in terms of responsibility and solidarity.

THEME 3

Models of solidarity for collective innovation

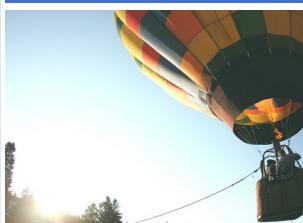


This theme will examine the forms and models of the "partnering effect" of a collective action, i.e. an action which needs to account for various interdependencies to face the unknown, such as the case of climate change.

Solidarity is closely linked to the interdependencies between the different parties of a society: it refers to the pooling of the efforts necessary to protect individuals from certain risks. Yet, with the modern enterprise, it clearly appears that collective action itself creates interdependencies: it is thus necessary to enrich the analysis and conceptualize this "partnering action". The theme will focus on modelling the way in which action can generate interdependencies between actors by creating common potentials and the associated principles of solidarity. Building upon the rule of general average which requires pooling the efforts made for the common sake, we will explore the principles for sharing the burden, in the face of common threats such as climate change, which make it possible to reconcile efficiency and solidarity.

THEME 4

Purpose/Mission: new managerial logics



The PACTE law provides, with the Purpose-driven Corporation (société à mission), a legal framework for the enterprise. This theme will study how this new framework questions traditional management languages and will contribute to the renewal of the most traditional management tools.

Three dimensions will be particularly developed:

- The formal **models and typologies of the mission**, and their implications for the concepts of organizational identity, strategy planning and social responsibility;
- **Engineering of the purpose**, with the development of a corpus of methods to formulate the purpose and deploy it (in collaboration with the "Communauté des entreprises à missions");
- The links between a purpose in a purpose-driven corporation and the **mission in public service business or in social enterprises** (social and solidarity economies). How can the purpose revise the different categories and pave the way for a more comprehensive view of the enterprise's forms?

LAST BOOKS

B. SEGRESTIN ET K. LEVILLAIN, 2018. *La mission de l'entreprise responsable. Principes et normes de gestion*. Presses des Mines.

B. SEGRESTIN ET S. VERNAC, 2018. *Gouvernement, participation et mission de l'entreprise*. Herman.

K. LEVILLAIN, 2017. *Les entreprises à mission, un modèle de gouvernance pour l'innovation*. Vuibert.

B. SEGRESTIN, K. LEVILLAIN, S. VERNAC ET A. HATCHUEL, 2016. *La Société à Objet Social Etendu : un nouveau statut pour l'entreprise, Economie Gestion*. Paris : Presses des MINES, 2015.

B. SEGRESTIN, B. ROGER ET S. VERNAC, 2014. *L'entreprise, point aveugle du savoir ?* Sciences Humaines.

B. SEGRESTIN ET A. HATCHUEL, 2012. *Refonder l'entreprise*, Seuil – la République des Idées.



HIGHLIGHTS

The PACTE Law adopted two articles proposed by the Chair and created a « profit-with-purpose corporation » [société à mission]

Cerisy colloquium on « Enterprise, Responsibility, Civilization »

"HR Book" award (Le Monde, Syntec and SciencesPo) for *The Purpose of the Responsible Enterprise* (Presses des Mines, 2018)

International Workshop on « Profit-with-purpose Corporations »
17 – 18 september 2020

COMING UP

Executive MasterClass « Purpose-driven Corporations »
16 et 17 nov. 2020



L'entreprise, dispositif de création collective

Le premier cycle de la chaire a conduit à proposer une nouvelle théorie de l'entreprise, fondée sur l'innovation. L'entreprise est en effet un phénomène historiquement récent, qui a émergé à la fin du XIX^e siècle, en se distinguant du véhicule juridique qu'est la société anonyme. Le nouveau cadre théorique modélise l'entreprise comme un dispositif de création collective dédié au développement de capacités collectives (technologies, méthodes, compétences...), qui n'existeraient pas sans elle.

Cette avancée théorique a permis de rendre compte des crises contemporaines de l'entreprise mais aussi de proposer de nouveaux schémas de gouvernance. Les capacités de l'entreprise sont devenues critiques dans un contexte d'urgence climatique, sanitaire et sociale. Aussi faut-il protéger l'entreprise et ses finalités d'intérêt collectif en droit : la chaire a été à l'origine de la proposition d'entreprise à mission, qui est entrée dans le droit en 2019.

Fort de ces avancées et de multiples distinctions internationales, le second cycle vise à approfondir les recherches sur l'entreprise avec trois ambitions :

- *Entreprise et civilisation* : Face à la capacité de l'entreprise à transformer et façonnaient nos sociétés, comment penser la responsabilité de l'entreprise à l'aune de son rôle « civilisationnel » ?
- *Théorie de la solidarité* : comment modéliser le caractère « solidarisant » des actions qui sont menées dans un intérêt commun ? Et la modélisation interdépendances ne permettrait-elle pas permettre de repenser les politiques de lutte contre les pandémies ou le changement climatique ?
- *Mission et management* : comment renouveler les langages de la gestion suite à l'introduction des notions de mission et de raison d'être ? Par exemple, comment penser l'identité d'entreprise ? Comment adapter les outils de planification stratégique ou de responsabilité sociale ?

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