

ANNE-CLAIRE PACHE

ESSEC Business School

September 2016

ACADEMIC APPOINTMENTS

ESSEC Business School		Cergy, France
Since Sept 2015	Dean for Academic Programs Professor in Social Entrepreneurship Chaired Professor in Philanthropy	
Since Sept 2014	Dean for Masters Programs Associate Professor in Social Entrepreneurship Chaired Professor in Philanthropy	
Since 2013	Associate Professor in Social Entrepreneurship Chaired Professor in Philanthropy	
Since 2011	Assistant Professor in Social Entrepreneurship Chaired Professor in Philanthropy	
2010 - 2011	Assistant Professor in Social Entrepreneurship	
2001 - 2009	Co-founder and Executive Director of the Social Entrepreneurship Chair Lecturer in Social Entrepreneurship	

EDUCATIONAL BACKGROUND

2004 – 2010	INSEAD - PhD in Organizational Behavior Dissertation title: Organizational responses to conflicting institutional demands Committee: Morten Hansen (Co-chair), Tom D'Aunno (Co-Chair, Columbia University), Filipe Santos, Kathleen Eisenhardt (Stanford University), Henrich Greve	Fontainebleau France
1999 – 2001	HARVARD UNIVERSITY, John F. Kennedy School of Government Master in Public Administration, June 2001 – Major in Non-profit Management	Cambridge USA
1994-1995	ECOLE NATIONALE DES PONTS ET CHAUSSEES Master in Urban Planning	Paris, France
1991 - 1994	ESSEC BUSINESS SCHOOL Master in Management, June 1994 – Major in Urban Economy	Cergy, France

ACADEMIC INTERESTS

Research: My research interests lie at the intersection of organizational theory and social innovation. I study the impact of pluralistic environments on organizations, especially in industries that combine social with economic objectives. My research focuses on social enterprises, and more broadly on hybrid organizations, to understand how they sustainably incorporate multiple institutional logics.

Teaching: Social Entrepreneurship, Nonprofit Management, Philanthropy, Organizational Theory

A – ARTICLES PUBLISHED IN REFEREED JOURNALS

André, K., Pache, A.C. (2016) **From caring entrepreneur to caring enterprise: Addressing the ethical challenges of scaling up social enterprises.** *Journal of Business Ethics*, 133 (4), 659-675

Santos, F., Pache, A.C., Birkholz, C. (2015) **Making hybrids work: Aligning business models and organizational design for social enterprises.** *California Management Review*, 57(3), 36-58

Battilana, J., Sengul, M., Pache, A.C., Model, J. (2015) **Harnessing productive tensions in hybrid organizations: The case of work integration social enterprises.** *Academy of Management Journal*, 58(6), 1658-1685

Stievenart, E., Pache, A.C. (2013) **Evaluer l'impact social d'une entreprise sociale: Point de repères.** *Revue Internationale de l'Economie Sociale* Vol. 331 Numéro 1, p.76-92

Gautier, A., Pache, A.C. (2013) **Research on corporate philanthropy: A review and assessment.** *Journal of Business Ethics* p.1-27

Pache, A.C., Santos, F. (2013) **Embedded in hybrid contexts: How individuals in organizations respond to competing institutional logics.** *Research in the Sociology of Organizations* Vol. 39, p. 3-35

Pache, A. C., Santos, F. (2013) **Inside the hybrid organization: Selective coupling as a response to competing institutional logics.** *Academy of Management Journal* Vol. 56 Issue 4, p.972-1001
(Selected as finalist for the Prix Syntec de la Recherche en Management)

Pache, A.C., Chowdhury, I. (2012). **Social entrepreneurs as institutionally embedded entrepreneurs: Towards a new model of social entrepreneurship education.** *Academy of Management Learning and Education* Vol. 11, Issue 3, p. 494-510

Pache, A.C., Santos, F. (2010). **When worlds collide: The internal dynamics of organizational responses to conflicting institutional demands.** *Academy of Management Review*, Vol. 35 Issue 3, p.455-476
(Selected as finalist for the AMR Best Paper Award 2010 – Reprinted in *Institutional Theory in Organizations Studies* (eds) Greenwood, R. et al, Forthcoming, Volume 4, SAGE)

Battilana, J., Gilmartin, M.J., Sengul, M., Pache, A.C. & Alexander, J. (2010). **Leadership Competencies for Implementing Planned Organizational Change.** *Leadership Quarterly*, Vol. 21, Issue 3, p. 422-438

Pache, A.C., Chalencon, G. (2007). **Changer d'échelle: Vers une typologie des stratégies d'expansion géographique des entreprises sociales,** *Revue Internationale de l'Economie Sociale*

C – ARTICLES PUBLISHED IN REFEREED CONFERENCE PROCEEDINGS

Gautier, A., Pache, A.C., Chowdhury (2016) **Bound to fail yet successful: understanding the institutionalization process of contested practices**. In *Best Papers Proceedings of the 75th Annual Meeting of the Academy of Management (Anaheim)*
(Recipient of the Best Paper Award on the History of CSR – SIM Division - Academy of Management Meeting)

Gautier, A., Pache, A.C., Chowdhury (2013) **Nonprofit Roles in For-profit Firms: The Institutionalization of Corporate Philanthropy in France**. In *Best Papers Proceedings of the 72th Annual Meeting of the Academy of Management (Orlando)*

Pache, A.C. (2011), **The politics of organizational responses to conflicting institutional demands**. In *Best Papers Proceedings of the 70th Annual Meeting of the Academy of Management (San Antonio)*.

Pache, A.C. (2010), **The arts of balancing conflicting institutional demands: The case of social integration enterprises**. In *Best Papers Proceedings of the 69th Annual Meeting of the Academy of Management (Montreal)*.

Pache, A.C. (2007), **Organizational responses to conflicting institutional demands**. In *Best Papers Proceedings of the 66th Annual Meeting of the Academy of Management (Philadelphia)*.

D – WORKING PAPERS

Gautier, A., Pache, A.C., Chowdhury, I., Ligonie, M. **Bound to fail yet successful: Understanding the institutionalization processes of contested practices**
(Under review in the *Academy of Management Journal*)

Pache, A.C., Santos, F. **On the consequences of being hybrid: The impact of internal representation of multiple logics on organizational outcomes**
Recipient of EGOS Best Paper Award 2011
(In preparation for submission to *Administrative Science Quarterly*)

E – ARTICLES PUBLISHED IN PROFESSIONAL JOURNALS

Sandford, S., Pache, A.C., Gautier, A. (2016) **Donations within Limits** *Stanford Social Innovation Review*

Pache, A.C., Gautier, A. (2014) **A global family affair** *Stanford Social Innovation Review*

Gautier, A., Pache, A.C. (2012) **La philanthropie familiale en France** *La revue des deux mondes* Vol.12 Numéro 3 p3-35

Pache, A.C. (2008). **Entreprises d'insertion : des entreprises qui se professionnalisent**, CNEI

Pache A.C., Chalencon G. (2006). **Changer d'échelle. Dupliquer les réussites sur de nouveaux territoires: une voie pour développer l'entrepreneuriat social**, publication hors collection par l'AVISE.

Pache A.C., Chalencon G. (2004). **De l'idée au projet: repères pour la création et le développement d'une structure de médiation multiservice**, Les Cahiers de l'AVISE.

F – BOOKS

Gheerbrant, C., Andre, K., Pache, A.C. (2014) **Changer d'échelle: Manuel pour maximiser l'impact des entreprises sociales**. ESSEC Publishing.

Gautier, A., Pache, A.C. (2014) **La philanthropie : Une affaire de familles**. Editions Autrement. 220p.

Pache, A.C., Sibieude, T., (2011) **Manuel de Cas en Entrepreneuriat Social**. Editions Management et Société. 150p.

Pache, A.C., Shepherd, L., Trellu, M. (2006). **Demain, Le Service Civil**. Village Mondial. 130p.

G – BOOK CHAPTERS

Gautier, A., Pache, A.C., Mossel, V. (2014) **Giving in France: Philanthropic Renewal after decades of distrust** in *The Palgrave Research Companion to Global Philanthropy* Wiepkin, P. & Handy, F. (Eds)

Pache, A.C., Santos, F. (2012). **When worlds collide: The internal dynamics of organizational responses to conflicting institutional demands** in (eds) Greenwood, R. et al, *Institutional Theory in Organizations Studies*, Volume 4, SAGE.

Pache, A.C., Chalencon, G. (2009). **Changer d'Echelle** in (eds.) Amadio, N. and Collin, P.: *Entreprise(s) et Entrepreneuriat Social(es)*, ABI Editions.

H – ACADEMIC PRESENTATIONS

Bound to fail yet successful: Understanding the institutionalization processes of contested practices

- European Group of Organizational Studies Colloquium (July, 2016), Naples, Italy
- Academy of Management Annual meeting (August 2016), Anaheim, USA

Embedded in hybrid contexts: How individuals in organizations respond to competing institutional logics

- European Group of Organizational Studies Colloquium (July, 2013), Montreal, Canada

On the consequences of being hybrid: The impact of internal representation of multiple logics on organizational outcomes

- Cass Business School (March, 2015), London, UK
- European Group of Organizational Studies Colloquium (July, 2014), Rotterdam, Netherlands
- Community of Social Innovation workshop (Mai 2013), Toronto, Canada
- Academy of Management Annual meeting (August 2013), Orlando, USA
- International Society of Third Sector Research conference (July 2012), Sienna, Italy

Research on Corporate Philanthropy: A Review and Assessment.

- European Research Network on the Social Economy conference (July 2013), Liege, Belgium

Nonprofit Roles in For-profit Firms: The Institutionalization of Corporate Philanthropy in France

- Academy of Management Annual meeting (August 2013), Orlando, USA
- European Group of Organizational Studies Colloquium (July, 2012), Helsinki, Finland
- ERNOP conference (July 2013), Riga, Estonia

Beyond organizational instability and conflict: On the challenges of remaining hybrid

- Academy of Management Annual meeting (August 2011), San Antonio, USA

The politics of organizational responses to conflicting institutional demands

- ESSEC Brown Bag Seminars on Capitalism, Globalization and Governance (April 2011), Cergy, France
- European Group of Organizational Studies Colloquium (July 2011), Gothenburg, Sweden
- Academy of Management Annual meeting (August 2011), San Antonio, USA (selected in best paper proceedings)

Inside the hybrid organization: An organizational level view of responses to conflicting institutional demands

- EGOS Colloquium (July 2010), Lisbon, Portugal
- Tilburg University research seminar (February 2011), Tilburg, Netherlands
- New Institutionalism Workshop (March 2011), Lyon, France

The arts of balancing conflicting institutional demands: The case of social integration enterprises.

- Academy of Management Annual meeting (Aug 2010), Montreal, USA. (selected in best paper proceedings)
- International Social Innovation Research Conference (Sept 2010), Oxford, UK

Organizational responses to conflicting institutional demands

- Academy of Management Annual Meeting (Aug. 2007), Philadelphia, USA. (selected in best paper proceedings)
- Transatlantic Doctoral Conference (May 2007), London, UK

TEACHING MATERIAL

Cases:

Pache, A.C., Andre, K., Lerche, J. (2013) **S'associer pour innover : Grameen Veolia**

Naert, M., Pache, A.C. (2013) **La Famille Rothschild et la philanthropie : Passé et futur**

Stievenart, E., Pache, A.C. (2011) **Le Social Return On Investment : Le cas Les invités au Festin**

Pache, A.C. (2008) **Le Développement d'Unis-Cité (A+B)**. *ESSEC Teaching Case*.

Pache, A.C., Kogut, B. (2008) **La Ruche: Governance and Empowerment in a Social Enterprise**

Pache, A.C. & Sibieude, T. (2008) **Médecins Sans Frontières**. *ESSEC Teaching Case*.

Anteby, M., Battilana, J. & Pache, A.C. (2007) **Marie Trellu-Kane at Unis-Cité**. *Harvard Business School Case 407-106*

Pache, A.C. & Hansen, M. (2006) **Scaling Social Entreprises: The Case of ENVIE and ACTIF in France (A & B)**. *INSEAD Teaching Case*.

Pache, A.C. & Hansen, M. (2006) **Scaling Social Entreprises: The Case of ENVIE and ACTIF in France**. *INSEAD Teaching Note*.

Pache, A.C., Sibieude, T & Schatzman, J. (2005) **Planet Finance in Brazil**. *ESSEC Teaching Case*

Pache, A.C., Sibieude, T & Chalencon, G. (2005) **Habitat et Humanisme**. *ESSEC Teaching Case*

Pache, A.C., Sibieude, T. & De Colombe B. (2005) **Table de Cana**. *ESSEC Teaching Case*

Other Original Teaching Material:

Chalencon, G., Pache, A.C., Sibieude, T., (2008) **Guide Méthodologique pour la Construction d'un Business Plan Social**

COURSE DEVELOPMENT AND TEACHING

Developed and taught the following courses:

A - Masters in Management Program

Social Entrepreneurship (2003 – today)

Pedagogy: lectures, cases and role plays

This one-week intensive course explores the specific challenges faced by social enterprises in terms of strategy and management.

The Social Economy today (2003 – today)

Pedagogy: lectures by key players of the social economy sector

This course presents an overview of the major sectors and players of the social economy sector, as well as the specific challenges that they face.

Applied Research Seminar in Social Entrepreneurship (2003, 2004, 2012)

Pedagogy: lectures and projects mentoring

This seminar allows the students to explore a specific applied research question in the field of social entrepreneurship.

Social Entrepreneurship Chair Seminar (2003 – today)

Pedagogy: field visits and meetings with practitioners

This seminar allows the students to strengthen their knowledge of the field of social entrepreneurship and to refine their professional plans through field visits, field trips and exchanges with practitioners.

Developing a social business plan (2010 – today)

Pedagogy: lectures and mentoring

This course leads students through the construction of the business plan of a social enterprise.

Philanthropy: strategies and impact (2012 - today)

Pedagogy: lectures, cases and role plays

This course presents students with an overview of the philanthropic sector and allows them to understand the specific challenges of managing philanthropic initiatives

B - Masters in Business Administration Program**Business, Sustainability & Society (2012 - today)**

Pedagogy: lectures and cases

This course aims at helping students understand the interactions between economic actors and society at large, as well as the challenges associated with the management of these interactions.

C – Executive Education Programs**Scaling Up Social Innovations (2 days module in Social Enterprise Management Program for Executives) (2009 – today)**

Pedagogy: lectures, cases and role plays

This module teaches social enterprises leaders the specific challenges of the scale up process for social enterprises.

Social Entrepreneurship (2 days module in Social Enterprise Management Program for Executives) (2009 – today)

Pedagogy: lectures, cases and role plays

This module teaches social enterprises leaders the specific challenges of entrepreneurship, strategy and management for social enterprises.

Social Entrepreneurship Strategy Workshops (Ariane De Rothschild Fellows Program, Scale Up Program, Social Enterprise Management Program) (2009 – today)

Pedagogy: mentoring

These workshops aim at mentoring social entrepreneurs in small groups as they go through the strategic hurdles of starting up, scaling up or reorganizing their social enterprises.

ACADEMIC AFFILIATIONS AND ACTIVITIES

Membership

Academy of Management

European Group on Organization Studies (EGOS)

European Research Network on Philanthropy (ERNOP)

Elected positions

Academy of Management - Representative at Large for the OMT division

European Research Network on Philanthropy – Member of the Board

Ad-hoc Reviewer

Academy of Management Review

Academy of Management Journal

Administrative Science Quarterly

Organization Studies

Organization Science

HONORS AND AWARDS

Harvard Club of France Fellow (1999)

Harvard Club of France Scholarship (1999 – 2001)

Arthur Sachs Scholarship and Annette Kade Fellowship for Harvard Kennedy School (1999-2001)

PROFESSIONAL EXPERIENCE

UNIS-CITE

Paris, France

Nonprofit youth service corps which served as a model for the creation of a National Civic Service Program in France. Today: operates in 26 cities, with 150 staff and 1400 full time corps members

1994 - 1999 Co-founder and Co-Director.

2003 - today Vice Chair of the Board