



## Héloïse Amandine Berkowitz, Phd

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Place of birth : Saint-Denis  
(Réunion Island - France)  
31/07/1987

Current position: visiting researcher at Institute Barcelona d'Estudis Internacionals (IBEI)

### EDUCATION

- Ph.D** **Ecole polytechnique, University Paris Saclay - i3-CRG**, PhD in Strategy and Organization theory, 2016.  
CEFAG – FNEGE, Highly competitive doctoral training in management studies, Promotion 2014  
Columbia – SIPA, Visiting scholar, Alliance program, Earth Institute, 2015  
Columbia, Sciences Po Paris, Ecole polytechnique Alliance Summer School in Science & Policy, "Complex interactions in sustainability", 2016  
Stanford, Visiting Student Researcher, France-Stanford program, Center for Ocean Solutions, 2016
- M.A.** **HEC Paris**, Program “Grande Ecole”, Master in International Business, 2013  
Research master thesis: "Sovereign wealth funds investment strategies: risk aversion and value systems"  
HEC Paris Certificate “Energy in a carbon concerned economy”
- M.A.** **CEMS Global Alliance**, Master in International Management, 2013  
FGV Escola de Administração de Empresas (Brazil, São Paulo), Mestrado Profissional em Gestão Internacional, Exchange semester
- M.A.** **Paris Sorbonne**, Research Master in History and Geopolitics, 2010  
Research Master thesis: "The US, the UK and telecoms in South America in the first XXth century: conquests and power struggles"

### TEACHING EXPERIENCE

**Main topics: Methodology of research (epistemology and writing) and corporate social responsibility**

#### **IAE Toulouse, University Toulouse I**

2016, Master of Science in Strategy and International Management, Course of Strategy Research, Intervention on “Performativity of management theories”

#### **Ecole polytechnique**

2015–2016, Graduate, “Business & society: between tensions and regulations” - 12h Teaching assistant, 265 students

2013–2016 Graduate, “Introduction to Research in Management”, Supervising groups of second-year students in a laboratory work delivering a final research report - 36h

#### **Coursera – Ecole polytechnique**

2016–...Co-realisation of a MOOC : "How to Write and Publish a Scientific Paper (Project-Centered Course)"  
Teacher, 20'000+ registered students, 10'000+ active students, from 90 countries, since March 2016

#### **Groupe Sup de Co La Rochelle**

2014-2015, Undergraduates, “Introduction to management”, Lecturer, Responsible for the English course. First year of the program « International Bachelor » English Track - 27h

## GRANTS AND RESEARCH FUNDING

**Ecole polytechnique:** post-doc grant 2016

**Conférence des Grandes Ecoles « Bernard Sutter »:** Mobility Scholarship 2016-2017 (One of the first three scholarships to be awarded in France by the Conférence across all disciplines)

**France-Stanford Center for Interdisciplinary Studies:** Visiting Student Researcher Fellowship 2015-2016

**FNEGE** Visiting Scholar Grant for Columbia SIPA 2015

## PUBLICATIONS

### Refereed Journals

- H. Berkowitz and H. Dumez (2016), "Le système Gribbeauval ou la question de la standardisation au XVIIIème siècle", *Gérer et Comprendre*, n° 124.
- H. Berkowitz and H. Dumez (2016), "[The Concept of Meta-Organization : Issues for Management Studies](#)", *European Management Review*, Online Preview
- H. Berkowitz, M. Bucheli and H. Dumez (2016), "[Collective CSR strategy and the role of metaorganizations: a case study of the oil and gas industry](#)", *Journal of Business Ethics*, OnlineFirst
- E. Abrahamson, H. Berkowitz and H. Dumez (2016), "[A More Relevant Approach to Relevance in Management Studies: An Essay on Performativity](#)", *Academy of Management Review*, 41, 2, pp 1-15
- H. Berkowitz and H. Dumez (2015), "[La dynamique des dispositifs d'action collective entre firmes : Le cas des méta-organisations dans le secteur pétrolier](#)", *L'Année Sociologique*, 65, 2, pp 333-356
- H. Berkowitz (2015), "[Comment une idée abstraite devient un dispositif de gestion : Le cas du développement durable](#)", *Gérer et Comprendre*, n° 121, pp 41-50

**This paper was awarded best paper of 2015 by the Editorial committee of Gérer et Comprendre and was selected to be translated in English and published on their website**

### Working paper

- H. Berkowitz, H. Dumez (2015), "How firms (partially) organize their environment : Metaorganizations in the oil and gas industry", Working Paper 15-CRG-02, i3-CRG, Ecole Polytechnique, CNRS, Université Paris Saclay

### Other

- H. Berkowitz (2016), "Peut-on réenchanter le processus de publication ?" *Le Libellio d'AEGIS*, 12(2), 41-47.
- H. Berkowitz (2016), "Quel rôle des méta-organisations dans la gouvernance globale ? quelques éléments de réflexion sur la diffusion des innovations réglementaires". *Le Libellio d'AEGIS*, 12(2), 95-102.
- M.S. Bez, H. Berkowitz, & M. Guérineau (2016), "Coopérer pour publier. Une check-list collaborative pour éviter le desk reject". *Le Libellio d'AEGIS*, 12(2), 33-40.
- H. Berkowitz (2016), "Retour sur l'amitié. A propos de Comment se faire des amis de Dale Carnegie", *Le Libellio d'AEGIS*, vol. 12, n° 1, pp 55-58
- H. Berkowitz (2016), "Rêveries du chercheur solitaire, ou comment manager son cerveau, ses obsessions et ses divagations. A propos de The Brain at work de David Rock", *Le Libellio d'AEGIS*, vol. 12, n° 1, pp 41-53
- H. Berkowitz, H. Dumez (2016), "L'entreprise comme entité politique. Un programme de recherche en constitution. Séminaire avec Isabelle Ferreras", *Le Libellio d'AEGIS*, vol. 12, n° 1, pp 25-30
- H. Berkowitz, H. Dumez (2016), "RSE et chaînes de valeurs globales. Intervention de Aurélien Acquier", *Le Libellio d'AEGIS*, vol. 12, n° 1, pp 91-100
- H. Berkowitz (2015), "Comme le monde est petit", *Le Libellio d'AEGIS*, vol. 11, n° 3, pp 63-68
- H. Berkowitz (2015), "L'âge du développement durable", *Le Libellio d'AEGIS*, vol. 11, n° 2, pp 79-81
- H. Berkowitz (2015), "L'activisme antiesclavagiste aux États-Unis. Le cas de Manhattan et Brooklyn au XIXe siècle", *Le Libellio d'AEGIS*, vol. 11, n° 2, pp 113-117
- H. Berkowitz (2015), "Violentologie", *Le Libellio d'AEGIS*, vol. 11, n° 2, pp 5-9
- H. Berkowitz (2015), "Méthodologie de la recherche métathéorique. À propos de Organisational transformation for sustainability de Mark G. Edwards", *Le Libellio d'AEGIS*, vol. 11, n° 1, pp 39-49
- **Co-edited an issue dedicated to oceans' sustainability:**
- H. Berkowitz, H. Dumez (2014), "Apparition d'un problème de gestion. Le cas des océans", *Le Libellio d'AEGIS*, vol. 10, n° 4, pp 25-27
- H. Berkowitz (2014), "Acidification des océans et changement climatique, les enjeux pour la gestion", *Le Libellio d'AEGIS*, vol. 10, n° 4, pp 29-35
- H. Berkowitz (2014), "Le problème de la surpêche et sa gestion", *Le Libellio d'AEGIS*, vol. 10, n° 4, pp 37-42
- H. Berkowitz (2014), "Les outils d'observation et de surveillance des littoraux", *Le Libellio d'AEGIS*, vol. 10, n° 4, pp 49-52

- H. Berkowitz (2014), "La sécurité environnementale des projets énergétiques transnationaux: À propos de Energy, governance and security in Thailand and Myanmar de Adam Simpson", *Le Libellio d'AEGIS*, vol. 10, n° 3, pp 77-84
- **Co-edited an issue dedicated to sustainable development:**
- H. Berkowitz, H. Dumez (2014), "La double origine du développement durable : Carl von Carlowitz et Thomas Jefferson", with Hervé Dumez, *Le Libellio d'AEGIS*, vol. 10, n° 1, pp 17-20
- H. Berkowitz (2014), "De l'art et la manière de gérer la performance non financière", *Le Libellio d'AEGIS*, vol. 10, n° 1, pp 37-46
- H. Berkowitz (2014), "Le développement durable comme champ stratégique d'action collective", *Le Libellio d'AEGIS*, vol. 10, n° 1, pp 21-29
- H. Berkowitz (2013), "Les risques majeurs et l'action publique", *Le Libellio d'AEGIS*, 9(4), pp 13-20

## CONFERENCES

### Refereed conferences

- Anisimov, H. Berkowitz (2015), "Financing natural catastrophe risk through participatory innovation and knowledge transfer : the case of cat bond", i3 conference, Mines ParisTech, Paris, France, December
- M. Flacandji, H. Berkowitz (2015), "L'analyse de réseaux appliquée aux trajectoires de magasinage, quels enjeux managériaux ?", Etienne Thil, Paris, France, October
- H. Berkowitz, K. Herlem (2015), "Open data governance in a big data context: evidence from the case of oceanography", EGOS, Athens, Greece, July
- H. Berkowitz, M. Bucheli, H. Dumez (2015), "CSR, collective mechanisms and meta-organizations in the oil and gas industry", Euram, Warsaw, Poland, June
- H. Berkowitz, H. Dumez (2015), "Un concept peut-il changer les choses ? Perspectives sur la performativité du management stratégique", XXIVe Conférence Internationale de Management Stratégique, Association Internationale de Management Stratégique (AIMS), in Paris, June
- H. Berkowitz, H. Dumez (2014), "How firms (partially) organize their environment: Metaorganizations in the oil and gas industry", SCORE workshop on Partial organizations, Stockholm, June
- H. Berkowitz, H. Dumez (2014), "Performativity processes of strategic management theories: framing, overflowing and hybridization", Les Mines i3 workshop on performativity processes, Paris, May

## MEDIA AND PUBLIC ENGAGEMENT

### Business press and magazines

- H. Berkowitz (2014), "Co-writing sustainability", CEMS Magazine, vol. 1, pp 14-15
- H. Berkowitz, H. Dumez (2014), D'où vient la notion de développement durable?, Huffington Post, Têtes Chercheuses, 05/15/2014, [http://www.huffingtonpost.fr/haloise-berkowitz/origine-notion-developpement-durable\\_b\\_4964907.html](http://www.huffingtonpost.fr/haloise-berkowitz/origine-notion-developpement-durable_b_4964907.html)

### Media Coverage

- CNRS, interview on marine sound (09/09/2016) <https://lejournel.cnrs.fr/articles/les-mers-ont-des-oreilles>
- Reporterre, Interview for an article on marine sound (09/09/2016) and editorial interview "one minute one question" (09/09/2016) <https://reporterre.net/Pourquoi-s-inquieter-de-la-pollution-sonore-sous-marine>
- Xerfi Canal interview on doctoral research (04/14/2016) [http://www.xerfi-precepta-strategiques-tv.com/emission/Heloise-Berkowitz-Les-eco-systemes-littoraux-et-oceans\\_3437.html](http://www.xerfi-precepta-strategiques-tv.com/emission/Heloise-Berkowitz-Les-eco-systemes-littoraux-et-oceans_3437.html)
- Sciences et vie Junior interview on marine sound (03/10/2016),
- France Info interview on marine sound (03/10/2016), <http://www.franceinfo.fr/vie-quotidienne/environnement/article/le-bruit-sous-marin-responsable-de-l-echouage-massif-des-cetaces-773265>

### Public conferences

- Crowdfunding Day at ESCP Europe, May 2016, Ethics and crowdfunding, Invited speaker in a roundtable

## RESEARCH IN PROGRESS

### Current papers in progress

- "How do strategic management theories perform managerial reality ? The case of stakeholder theory", 2nd Revise and Resubmit to *Long Range Planning* (with H. Dumez)
- "How to manage big data in an open context: Lessons learned from 30 years of oceanography", To be submitted to *Organization Science* (with D. Loschelder and E. Anicich)

- “How does a leader’s vision perform practices? An intra-organizational perspective of performativity”, To be submitted to *M@n@gement* (with D. Massé and T. Paris)
- “Organizing and performing ethics at the sector level: the case of crowdfunding”, Project for *Journal of Business Ethics* (with A. Souchaud)
- “Organizational perspectives on climate change and oceans: Meta-organizations and cross-sectoral collective action”; project (with L. Crowder, A. Erickson Reineman, E. Finkbeiner, C. Brooks, R. Fujita)
- “Meta-organizing innovation for sustainable development”, submitted to *Journal of Cleaner Production*
- “Distributed governance of business conduct: a framework to analyze meta-organizations”, project for *Organization Studies*

#### Current book chapters

- “Collective action among firms: the case of meta-organizations in the oil and gas industry”, project-chapter for the book *Partial organizations* edited by Göran Ahrne and Nils Brunsson (with H. Dumez)
- "What is Marine Sound ?" chapter of a collective book for general audiences on Oceans, edited by Roman Solé-Pomies and Thomas Brouhard

#### Ongoing research projects

- Role of meta-organizations in global governance and self-regulation, coopetition and distributed coordination
- Sustainable management and multi-stakeholder governance of oceans
- Performativity of science, theories, discourses, and concepts
- Ocean Big Data (member of Stanford COS internal research team on ocean big data)
- Development of quantitative-qualitative methodologies based on network analysis & visualization

### ACADEMIC ACTIVITIES

#### Seminars, presentations and invitations

- H. Berkowitz, “A management science approach to sustainable development and ocean governance”, Stanford, Center for Ocean Solutions, August 2016
- H. Berkowitz, "Sustainability and new forms of collective action", Ecole polytechnique, May 2016
- H. Berkowitz, H. Dumez, "Collective action among firms : research on meta-organizations", ESCP Europe, April 2016
- H. Berkowitz, H. Dumez, "Collective action among firms : research on meta-organizations", Université de Poitiers, April 2016
- H. Berkowitz, "Performativity of sustainable development : some elements of meta-organizational theory", Ecole polytechnique, May 2015
- H. Berkowitz, H. Dumez, "Are theories performative ?", GRM, Nice, November 2014
- H. Berkowitz, H. Dumez, "How to publish qualitative studies", GRM, Nice, Novembre 2014
- H. Berkowitz, "Methodological seminar: Gioia method", AMP, Paris-Saclay, Octobre 2014
- H. Berkowitz, "Publication seminar: publish and perish", AMP, Paris-Saclay, Octobre 2014
- H. Berkowitz, H. Dumez, "How to publish qualitative studies", AEGIS, Paris-Saclay, Octobre 2014
- H. Berkowitz, (2014), "Collectively setting up partial organizations in the oil and gas industry : a Strategic Action Field approach of meta-organizations", CEFAG, Florence, September

#### Organization

- **Scientific committee** of *2nd Abbé Grégoire Innovation Day* (2017), co-chair of a track “Meta-organizations and innovation”
- **WG Coordinator**, Observatory for Responsible Innovation, Institute for Interdisciplinary Innovation:
  - o Coordinating a working group on environmental policy and industrial mobilization on underwater acoustic pollution (with CNRS, Ecole polytechnique, Mines ParisTech, DCNS, Bureau Veritas)
  - o Organization of three one-day conferences with international experts and national/European officers on "Racket in the oceans": sound measurement (02/16), sound impacts on fauna (03/16), and innovative solutions (05/16).
  - o Organization of an international conference in (09/16) to present the position paper.
  - o Overall budget: 30000 euros.
- **Co-chair** of a track in the International Conference “European Academy of Management” (EURAM), track T01\_08 "Organizing collective action : meta, partial and temporary organizations", SIG Business for Society EURAM 2016, with N. Brunsson, H. Dumez and C. Garsten
- **Co-organizing** with M. Guérineau a doctoral seminar (Methodological and practical workshops) called “AMP” since 2014, Ecole Polytechnique, CRG, Paris-Saclay

### Editorial services

- Editorial committee member: *Le Libellio d'AEGIS* (2014-present)
- Reviewer: *Le Libellio d'AEGIS*; Academy Of Management, AOM; European Academy of Management (EURAM, discussant); *Journal of Business Ethics*; *Revue Française de Gestion*;
- Participant: Atelier d'AEGIS (2013-present), working group dedicated to reviewing papers for publications

### Supervising

(2013-2016) Supervising Master students research projects including "Managing oceans: a case study on phytoplankton" and "Managing Protected Marine Areas in Guadeloupe, Corsica and Mer d'Iroise"

### Member of

- End-Users Committee of AQUO (Achieve QUIet Oceans by shipping noise footprint reduction)
- Stakeholder's college for the French Crowdfunding Trade Association
- RGCS (Research Group on Collaborative Spaces)

## OTHER EMPLOYEMENT

### 2014–2016 Paris, Consulting in strategy and marketing Auto-entrepreneur

- Defining business plans and medium to long term strategies
- Analyzing the strategic environment
- Assisting in online community management

### 2013–2013 Paris, Ubisoft CEMS Business project (5 months)

- Developing an interactive TV offer for Ubisoft
- Analyzing the new TV ecosystem dynamics
- Designing a new business model with gradual investment

### 2012–2013 Paris & São Paulo, Lutetia Capital - Merger Arbitrage & Event Driven hedge fund Analyst (12 months)

- Researching and analyzing companies in the Oil and Gas sector for investment purpose
- Developing models (US universe momentum, volatility long short), computing performance attributions
- Managing relations with brokers, MO and BO, and assisting on trading operations (currency hedging)
- Prospecting clients in Europe and Latin America (Brazil, Chile)

### 2011–2011 Paris Edmond de Rothschild Investment Managers Sales assistant (6 months)

- Synthesizing strategies performances: bond picking, funds of funds, yield curve based arbitrage
- Issuing macroeconomics and markets perspectives based on financial data (Itraxx, CDS spreads, ISM)
- Preparing material for due diligence, RFP, and presentations for origination or client services

### 2009–2010 Paris Profile PR Press relations consultant intern (4 months)

- Monitoring and analysing financial and economic news for a portfolio of 8 financial clients
- Working on the World Forum Lille, a forum dedicated to sustainable development and ethics in Finance

## LANGUAGES & IT

French	Mother tongue
English	Fluent (TOEFL IBT: 108/120, TOEIC: 975)
Spanish	Good skills (Written C1, oral B2)
Portuguese	Basic (Exchange semester in Brazil)
Software	MS Office, Gephi, Automap, Nvivo

## INTERESTS

Hobbies	Kickboxing, Triathlon, Scuba-Diving (3-star diver), Kung fu, Samba
Trips	Africa, Argentina, Australia, Brazil, Europe, Indian Ocean, Myanmar, Polynesia, US, Vietnam

## WEB PAGES

Personal page – <http://heloiseberkowitz.weebly.com>  
i3-CRG Polytechnique page - [www.polytechnique.edu/annuaire/fr/user/10790/heloise.berkowitz](http://www.polytechnique.edu/annuaire/fr/user/10790/heloise.berkowitz)  
LinkedIn – <https://fr.linkedin.com/in/heloise-berkowitz-a6642126>  
Twitter – [www.twitter.com/calamityloise](http://www.twitter.com/calamityloise)  
Academia – <https://polytechnique.academia.edu/HeloiseBerkowitz>  
ResearchGate - [www.researchgate.net/profile/Heloise\\_Berkowitz](http://www.researchgate.net/profile/Heloise_Berkowitz)  
MOOC Coursera [www.coursera.org/learn/how-to-write-a-scientific-paper](http://www.coursera.org/learn/how-to-write-a-scientific-paper)  
Organization of a series of conferences on Marine Sound [www.debatinginnovation.org/?q=RacketOceans](http://www.debatinginnovation.org/?q=RacketOceans)  
Xerfi Canal interview <https://t.co/XzmTgWGZAP>

## Referees

### **Larry B. Crowder,**

Center for Ocean Solutions Science Director  
Stanford Woods Institute of the Environment Fellow  
Edward Ricketts Provostial Professor  
Professor of Biology, Marine Conservation at Hopkins Marine Station  
99 Pacific Street, Suite 555E  
Monterey, CA 93940  
E-mail: [larry.crowder@stanford.edu](mailto:larry.crowder@stanford.edu)

### **Hervé Dumez,**

Director, Center for Management Studies,  
And Interdisciplinary Institute for Innovation,  
École polytechnique, Bâtiment Ensta  
828, Boulevard des Maréchaux  
91762 Palaiseau Cedex  
E-mail: [herve.dumez@normalesup.org](mailto:herve.dumez@normalesup.org)

### **Rodolphe Durand,**

« Business and sustainability » GDF-Suez Chair, Professor of Strategy  
Society and Organizations, SnO Research Center,  
HEC Paris,  
1 Rue de la Libération,  
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