



Héloïse Amandine Berkowitz, Phd

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Place of birth: Saint-Denis
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31/07/1987

orcid.org/0000-0001-9652-0841

Current position: researcher at CNRS (UMR 5303), TSM-Research

EDUCATION

Ph.D **Ecole polytechnique, Paris Saclay, i3-CRG** UMR 9217, PhD in management, 2016.
Stanford, Visiting Student Researcher, Center for Ocean Solutions, 2016, 2 months
Columbia, Sciences Po Paris, Ecole polytechnique Alliance Summer School in Science & Policy in Paris, "Complex interactions in sustainability", 2016
Columbia – SIPA, Visiting scholar, Alliance program, Earth Institute, 2015, 3 months
CEFAG – FNEGE, Highly competitive doctoral training in management studies, Promotion 2014

Phd thesis : « Les méta-organisations rendent-elles performatif le développement durable? Stratégies collectives dans le secteur pétrolier », started at CRG, Ecole polytechnique in October 2013, supervised by Hervé Dumez, defended on Oct the 7th 2016, invited to submit to thesis prizes. *Jury*: Franck Aggeri, (Mines ParisTech); Nils Brunsson, (Stockholm Centre for Organizational Research); Hervé Dumez (CNRS, Ecole polytechnique); Rodolphe Durand, (HEC Paris); Jean-Pascal Gond, (Cass Business School); Marie-Laure Salle-Djelic, (Sciences Po Paris)

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), sustainability and strategy

ESADE Business School

2016, BBA, Teaching Assistant, introduction to strategy, with Pr. François Collet

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, 35'000+ registered students, 20'500+ active students, from 90 countries, since March 2016, French version launched in 2017

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

EMR, Runner up for Best paper 2017

La Fabrique de l'Industrie, finalist for best research paper 2017

AIMS, finalist for Prix Roland Calori 2017

ANEDD, finalist for best thesis in sustainability 2017

Ecole polytechnique: post-doc grant 2016

Conférence des Grandes Ecoles, Prix « 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 Fellowship: Visiting Student Researcher Fellowship 2015-2016

FNEGE Visiting Scholar Grant for Columbia SIPA 2015

PUBLICATIONS

Refereed Journals

- H. Berkowitz (2018), « Meta-organizing firms' capabilities for sustainable innovation: a conceptual framework », *Journal of Cleaner Production*, forthcoming
- H. Berkowitz and S. Bor (forthcoming) "[Why Meta-Organizations Matter: A Response to Lawton et al. and Spillman](#)", *Journal of Management Inquiry*, (CNRS 3, HCERES B, FNEGE 3)
- H. Berkowitz and A. Souchaud (2017), « [Comblent un vide organisationnel dans la fabrique d'une politique publique : l'émergence d'une méta-organisation](#) », *Politiques et Management Public*, 34, 1-2, pp 43-60 (CNRS 4, HCERES C, FNEGE 4)
- H. Berkowitz and H. Dumez (2017), "[The Gripeauval system or the question of standardization in the 18th century](#)", *Gérer et Comprendre*, English online edition n° 2, pp 1-8 (CNRS 4, HCERES B, FNEGE 3)
- H. Berkowitz (2016), "[How an abstract idea becomes a set of managerial arrangements: The case of sustainable development](#)", *Gérer et Comprendre*, English online edition, n°1, pp 26-33 (from French) (CNRS 4, HCERES B, FNEGE 3)
- H. Berkowitz and H. Dumez (2016), "[Le système Gripeauval ou la question de la standardisation au XVIII^{ème} siècle](#)", *Gérer et Comprendre*, n° 125, pp 41-50. (CNRS 4, HCERES B, FNEGE 3) (awarded best paper of 2016 by Gérer et Comprendre and translated by the journal)
- H. Berkowitz and H. Dumez (2016), "[The Concept of Meta-Organization : Issues for Management Studies](#)", *European Management Review*, 13, 2, pp. 149-156 (CNRS 2, HCERES A, FNEGE 2)
- H. Berkowitz, M. Bucheli and H. Dumez (2016), "[Collective CSR strategy and the role of meta-organizations: a case study of the oil and gas industry](#)", *Journal of Business Ethics*, 143, 4, pp 753-769 (CNRS 2, HCERES A, FNEGE 2, FT50)
- 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 (CNRS 1g, HCERES A, FNEGE 1*, FT50)
- 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 (hors classement, revue de sociologie)
- 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 (awarded best paper of 2015 by Gérer et Comprendre and translated by the journal) (CNRS 4, HCERES B, FNEGE 3)

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 (short list)

- H. Berkowitz & Dumez H. (2017), "[Racket in the ocean: why underwater noise matters and what we can do about it](#)", Observatory for Responsible Innovation / i3 CNRS UMR 9217.
- H. Berkowitz (2017) "What is Marine Sound ?" chapter of a collective book on Oceans, edited by Solé-Pomies and Brouhard
- Berkowitz, H. (2016). « [Les méta-organisations rendent-elles performatif le développement durable? Stratégies collectives dans le secteur pétrolier](#) » (Thèse de Doctorat ès Sciences de Gestion/Phd Thesis in management). CRG-Ecole polytechnique, Université Paris Saclay, Palaiseau.
- Berkowitz, H. (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 (2015), "L'âge du développement durable", *Le Libellio d'AEGIS*, vol. 11, n° 2, pp 79-81
- **Co-edited an issue dedicated to oceans' sustainability**, in *Le Libellio d'AEGIS*, vol. 10, n° 4
- 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**, in *Le Libellio d'AEGIS*, vol. 10, n° 1
- H. Berkowitz (2013), "Les risques majeurs et l'action publique", *Le Libellio d'AEGIS*, 9(4), pp 13-20

CONFERENCES

Refereed conferences

- Berkowitz H., Azzam J.E., (2017), "Mapping Coopetition Research Field: Co-Citation Analysis and Research Opportunities", 37th Annual Conference Strategic Management Society, Houston, USA
- Berkowitz H., Bor S. (2017) "Thousand plateaus: a geology of collective action among organizations", British Academy of Management
- Berkowitz H., Souchaud A. (2017), « Conquête ou co-construction de l'économie collaborative ? Les effets disruptifs du bon de caisse sur la structuration du secteur du crowdlending » AIMS, Lyon, France
- Berkowitz H., Souchaud A. (2017), "Ethical challenges in the sharing economy: collectively performing ethics in the crowdfunding sector", 16e Conférence Internationale de Gouvernance, Lausanne, Suisse
- Berkowitz H., Souchaud A. (2017), "When business collective action fills an organizational gap in public policymaking", 33rd EGOS Colloquium 2017 in Copenhagen, Denmark, Sub-theme 24
- Massé D., Berkowitz H. & Paris T. (2017), "How can a creative vision perform the organization? Insights from the video games industry, 33rd EGOS Colloquium 2017 in Copenhagen, Sub-theme 05
- Berkowitz H., Souchaud A. (2017), « Gouvernance et co-construction de la régulation d'un secteur émergent : le cas du crowdfunding en France », 2nde journée de l'Abbé Grégoire, Paris, France
- Massé D., Berkowitz H. & Paris T. (2017), "How can a creative vision perform the organization? Insights from the video games industry", AIMAC, Conference 2017, Peking University, Beijing, China
- 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, Dec.
- M. Flacandji, H. Berkowitz (2015), "L'analyse de réseaux appliquée aux trajectoires de magasinage, quels enjeux managériaux ?", Etienne Thil, Paris, France, Oct.
- 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 (2017) « Développement durable : comment les entreprises passent des idées au terrain », TheConversation France, <https://theconversation.com/developpement-durable-comment-les-entreprises-passent-des-idees-au-terrain-85490>
- H. Berkowitz, A. Souchaud (2017) « Le crowdlending, un secteur en construction », TheConversation France, <https://theconversation.com/le-crowdlending-un-secteur-en-construction-77029>
- H. Berkowitz (2017) « Vers un programme de recherche international sur les méta-organisations ? », Grand angle, Conférence des Grandes Ecoles, <http://www.cge-news.com/main.php?p=1805>
- H. Berkowitz, H. Dumez (2017) « Vacarme dans les océans. Quelles solutions pour le gérer ? », TheConversation France theconversation.com/comment-gerer-le-probleme-du-bruit-marin-75275v
- 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

Media Coverage

- Sage Publishing blog (08/29/2017) interview <https://managementink.wordpress.com/2017/08/28/contributing-to-the-international-debate-on-meta-organizations-why-meta-organizations-matter/>
- CNRS, interview on marine sound (09/09/2016) <https://lejournel.cnrs.fr/articles/les-mers-ont-des-oreilles>, paru aussi dans Carnets de Sciences, CNRS Editions, 4 mai 2017
- 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
- Sciences et vie Junior interview on marine sound (03/10/2016),
- France Info, 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

- "Meta-organizing innovation for sustainable development", 2nd review, *Journal of Cleaner Production*
- "How to manage big data in an open context: Lessons learned from 30 years of oceanography", revise and resubmit, *Organization and Environment*, (with K. Herlem, D. Loschelder and E. Anicich)
- "How do strategic management theories perform managerial reality? The case of stakeholder theory", To be submitted, *Journal of Business Ethics* (with H. Dumez)
- "How does a leader's vision perform practices? An intra-organizational perspective of performativity", draft (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), presented at a development workshop at EGOS 2017
- "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)

Current book chapters

- "Meta-organizations and co-competition", chapter for the Routledge Companion to co-competition strategies edited by Fernandez, Chiambaretto, Czakon, Le Roy (with J. E. Azzam)

Ongoing research projects

- Meta-organizations in global governance and self-regulation, co-competition 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, Atelier Thésée, IAE d'Aix-en-Provence, June 2017, presentation of two papers
- H. Berkowitz, « Développement durable et gouvernance sectorielle: le rôle des méta-organisations », IAE de Toulouse, CRM, November 2016
- H. Berkowitz, "A management science perspective on sustainable development and global governance", IBEL, November 2016
- 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

- **Barcelona RGCS Seminar**, at IBEL, on "collaborative finance for collaborative spaces", three speakers
- **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, 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* (2014-2016)
- Reviewer: Academy Of Management; British Academy of Management; European Academy of Management (discussant); *Revue Française de Gestion*; *Le Libellio d'AEGIS*; *Journal of Business Ethics*; *European Management Review*, *M@n@gement*
- Participant: Atelier d'AEGIS (2013-present), working group dedicated to collectively help 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)
- STRN (Sustainability Transitions Research Network)
- Business Model Community

OTHER EMPLOYEMENT

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

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

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

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

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

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
 LinkedIn - <https://fr.linkedin.com/in/heloise-berkowitz-a6642126>
 Twitter - www.twitter.com/calamityloise
 Academia - <https://polytechnique.academia.edu/HeloiseBerkowitz>
 ResearchGate - www.researchgate.net/profile/Heloise_Berkowitz
 Blog on collective action among organizations - <https://metaorganizing.wordpress.com/>
 MOOC Coursera www.coursera.org/learn/how-to-write-a-scientific-paper
 Organization of a series of conferences on Marine Sound 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
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Rodolphe Durand,

« Business and sustainability » GDF-Suez Chair, Professor of Strategy
 Society and Organizations, SnO Research Center,
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