



Workshop

Research advances in management science
and law applied to the space sector

Toulouse Business School

Tuesday 2 July 2019

9 am – 12.15

Where?

4 place Alphonse Jourdain, Toulouse

Building: Bosco

Room: 203 (2nd floor)

1 Programme

Time	Presentation title	Presenters
9:00	Introduction	Victor DOS SANTOS PAULINO (PhD, Toulouse Business School, Chaire SIRIUS) Lucien RAPP (Pr, Université Toulouse 1 Capitole, Chaire SIRIUS)
9:15	Talent management flexibility: the case of aerospace companies in Luxembourg	Ksenia USANOVA (University of Luxembourg), Mickaël GÉRAUDEL (PhD, University of Luxembourg), Sophie D'ARMAGNAC (PhD, Toulouse Business School), Akram AL ARISS (PhD, Toulouse Business School)
9:45	Dependence and power perceived in the value chain, which impacts on the customer – supplier relationship and performance? An aviation, space and defense case study.	Béatrice GIRMA-VIDAL (Toulouse Business School, Chaire SIRIUS)
10:15	Industry-academia innovation co-development: the case of space-based technology	Paola TESTA (Toulouse Business School)
10:45	Coffee break	
11:15	La donnée spatiale	Delphine MIRAMONT (Chaire SIRIUS- Université Toulouse 1 Capitole)
11:45	La juridiction et le contrôle sur les activités spatiales au défi de la mutation du secteur	Jean-Marie de Poulpiquet (PhD, Chaire SIRIUS- Université Toulouse 1 Capitole)
12:15	End	-

2 Presentations description

Each speaker will have 30 minutes: 20 min of presentation and 10 min for the discussion.

Talent management flexibility: the case of aerospace companies in Luxembourg

Ksenia Usanova (University of Luxembourg), Mickaël Géraudel (University of Luxembourg), Sophie D'Armagnac (Toulouse Business School), Akram Al Ariss (Toulouse Business School)

Abstract

Talent management (TM) has been an object of practitioners' and scholarly interest for past decades since the book "War for talents" was published in 2001. Even though today this field of academic management is entering its mature stage, there remains a lack of comprehensive theoretical understanding of the phenomenon. Indeed, TM has mainly been studied in multinational corporations (MNCs) in the U.S. and Europe, with less attention to small and medium enterprises (SMEs). In addition, scholars have emphasized the need for conducting research in under-investigated countries and industries.

Cyclical industries such as automobile, ship building, aerospace and space, have project-mode nature. Depending on the phase of the cycle, increase of the activity or a decline, the need for workforce respectively grows and decreases. The question of adjusting talent management to the flexibility needs of the activity in such competitive industry as aerospace is of great importance. The space industry in Luxembourg has grown into the most dynamic sector in Europe. It has 30 space companies where one is large MNC and others are SMEs and microbusiness. Nanosatellites manufacturing has become commonality for many. They are cheaper and faster to produce. Thus, studying the adaptation of talent management in SMEs and microbusiness that have shorter project-mode is important for the future development of the sector.

Following a grounded theory, we conducted 20 in-depth interviews with HR-managers, heads of the departments, executives, owners and TM-leaders of 18 space companies in Luxembourg. From 300 pages of transcribed data we examined how various space companies identify their talent and use TM, including practices to recruit, select, develop and retain talent, and how TM is applied to project management. Different degrees of formality influence TM practices, depending on company size, and we have grouped these by emergent and deliberate criteria. Three types of flexible TM models were developed. First model represented by the large company consists of well-structural TM practices. Second one is informal model that was discovered in the small and micro firms. Finally, hybrid model represented by some of the middle companies is a mix of formal and informal TM practices.

In addition, we have compared findings of the research in Luxembourg with the results from SIRIUS investigation in France and developed recommendations for both space clusters.

The research contributes to talent management theoretical framework by developing models of flexible TM and helps practitioners excel their position in the space market.

Dependence and power perceived in the value chain, which impacts on the customer – supplier relationship and performance? An aviation, space and defense case study.

Béatrice Girma-Vidal (Toulouse Business School, Chaire SIRIUS)

Abstract

A typical industrial company spends on average more than half of every dollar it sells on purchased products. This percentage has been increasing steadily over the last 20 years (Dyer 1998, Rosetti 2005, Bockel 2018).

Despite the growing interest of researchers in the perception of dependence and power in the value chain and their impact on customer-supplier relationship and performance, our understanding

remains limited: while for some authors to be dependent means to be less efficient, for others dependence can be a source of outperformance.

These contradictory results are the consequence, on the one hand, of isolated analyzes of the paradigm of power and control (literature in strategy), and the paradigm of inter - organizational rent (literature in operational management). On the other hand, they result from a failure to consider the dimensions of dependence: mutual dependence and dependence asymmetry (Hofer, 2015).

Our research aims to contribute to the literature in strategic management and operations management by focusing on the perception of the links between the variables of customer – supplier dependence, power, relationship intensity and performance.

Industry-academia innovation co-development: the case of space-based technology

Paola Testa (Toulouse Business School)

Abstract

The paper investigates the matchmaking process among industry and academia for the co-development of innovation in high-tech industries, such as the satellite-based precise positioning and navigation industry, aiming at identifying critical aspects and proposing mitigation tools. To this end, a qualitative approach is adopted; namely in-depth interviews with key stakeholders active in the commercial, academic and institutional environments, triangulated with secondary sources and previous evidence, so to take into account a multifaceted and ever evolving complexity. The analysis lead to identify lack of continuity of existing links, rigidity, inertia and lack of trust of established networks toward external players as main barriers, which have not been detected previously. As way forward, a platform connecting on a permanent basis researchers and practitioners, two different but complementary and increasingly inter-related universes, is proposed, so to unleashing the full potential of synergies deriving from the interactions and enhance innovation development and diffusion, on top of boosting the full exploitation of existing data.

La donnée spatiale

Delphine MIRAMONT (Chaire SIRIUS- Université Toulouse 1 Capitole)

Abstract

Les activités spatiales produisent un nombre impressionnant de données dont le flux fait ensuite l'objet de traitements pour en faire des objets de commerce. Ces données sont indifféremment des données d'imagerie, de télécommunications et de localisation; elles sont utilisées dans de nombreux domaines et contribuent au développement d'applications terrestres. Le travail de recherche entrepris porte sur la donnée spatiale définie comme une donnée produite, transmise, stockée et diffusée par ou depuis un satellite. Ces travaux visent à définir la donnée spatiale et identifier le régime juridique qui lui est applicable. Ce sujet présente un intérêt majeur dans la mesure où la chaîne de valeur du spatial, limitées aux seules activités liées à l'utilisation d'un satellite, s'enrichit désormais de la dimension de la valorisation des données dans un secteur en pleine évolution.

3 Biography of speakers

Ksenia Usanova is a PhD student at the University of Luxembourg. She holds B.A. in World History, M.A. in Anthropology at the Lomonosov Moscow State University, and M.A. in International Business at the Higher School of Economics. She has 3-year experience in private sector, managing external communications of the social startup *Impact Hub Moscow* and coordinating incubation program targeting two main groups: social entrepreneurs and departments (HR, CSR, PR) of large companies.

Mickaël Géraudel, PhD, joined the University of Luxembourg in May 2015. He holds a PhD in Management Science (2008, University of Savoie) and the French post-doctoral degree of supervising doctoral research in Management science (2013, “HDR”, University of Lyon). He develops his research activities, as an Associate Professor in Strategy and Entrepreneurship, on the effects of social capital and personality traits of entrepreneurs, innovation in start-ups, and institutional logics in interorganizational strategies.

Sophie D’Armagnac, PhD, is Assistant Professor at Toulouse Business School (TBS Business School). She develops research activities on knowledge management in co-operation contexts, project learning and talent management. She is in charge of the Master Aerospace Management in TBS.

Akram Al Ariss is a Professor of Human Resource Management (HRM) at Toulouse Business School (France). He has a PhD from Norwich Business School, University of East Anglia (UK), and a Habilitation à Diriger des Recherches from Université Paris-Dauphine (France). Akram's research interests include global talent management, global mobility, and international migration. He has published in journals such as the *Journal of Management*, *Journal of World Business*, *British Journal of Management*, *Human Resource Management Review*, *Journal of Business Ethics*, among others. He is Associate Editor for *European Management Review*, and an Editorial Board member for a number of top general and specialty journals. He is a Representative-at-Large for AOM’s Careers Division (2016-2019).

Beatrice GIRMA-VIDAL is a PHD candidate at TBS.

Paola TESTA is an economist with professional experience. She is currently involved in the TREASURE project as Early Stage Researcher, for this purpose she’s undertaking a PhD in Strategy at the Toulouse Business School supported by a Marie Skłodowska-Curie fellowship while working for the project partner Noveltis. Specifically, she is dealing with strategy for innovation in the space economy, and in particular investigating GNSS downstream markets.

Paola obtained a Bachelor and Master of Science in Economics at Bocconi University. Before joining the TREASURE project, she worked as junior economist at Eurocontrol, and at VVA Brussels as consultant, being involved in international projects related to GNSS downstream applications performing market assessment, sizing and forecasting in support of the European Commission and the European GNSS Agency. She is a native Italian speaker and is also fluent in English and French.

Delphine MIRAMONT - Doctorante en droit de l'espace dont les recherches portent sur les aspects juridiques de la "donnée spatiale", sous la direction du Professeur Lucien Rapp. Au-delà de la rédaction de ma thèse, mon domaine d'expertise au sein de la Chaire Sirius m'a permis de développer mes compétences juridiques à différents niveaux:

- interventions lors de conférences internationales (Inspire Conference, 2016, Barcelone; Big Data from Space Conference, 2019, Munich...) et nationales (Journées Sirius 2015 et 2016, Toulouse ; colloque sur le "Marché unique numérique", 2018, Université Toulouse 1 Capitole...)
- rédaction d'articles scientifiques ("High resolution satellite images and potential identification of individuals", Proceedings of BIDS 2019; Chroniques de jurisprudence spatiale, RFDAS, 2017-2018...).
- Enfin, en tant que finaliste régionale lors du concours de vulgarisation scientifique "Ma thèse en 180 secondes" en 2017, j'ai pu développer des qualités de communications.

Jean-Marie de Poulpiquet - Docteur en droit public