Office of Research and Knowledge Transfer
–
2022-2023
Annual Report

hec.ca/en/research
MESSAGE FROM THE DIRECTOR

Dear Members of the HEC Montréal Community

Each day, we listen to, read, and watch the news, attempting to predict how things will change over time. While we cannot predict what will happen, one thing is for sure: things do change, and quickly. We live in a constantly changing world in which complex challenges are beyond compare (e.g., the accelerated development of artificial intelligence, international violence and conflicts, and climate change). In many ways, we are standing at a crossroads and it is time to make decisions, whether we want to or not. With this urgency to act, researchers from various disciplines must work in close partnership with organizations and governments to understand and inform decision making. Cross-disciplinary collaboration is necessary. To ensure the best possible future for the next generations, we need to understand each other and bring together our expertise and knowledge. This will be no small feat, but it is the only way to address our most important challenges.

This leads me to the elephant in the room—the rise of disinformation. The public is bombarded with false information that all too often comes from malicious sources. Joint research is becoming increasingly important, and difficult. In addition to seeking to understand and positively influence society, researchers must fight this plight and help the public discern fact from fiction. Nothing less is acceptable.

I am sure you will agree that the work of research teams has never been so demanding or important. I tip my hat to HEC Montréal’s faculty and their teams for what they accomplish each day.

In this spirit, I invite you to read the 2022-2023 Activity Report, bearing in mind that behind every figure, every achievement, there are committed and talented people working tirelessly to ensure a better world for us all.

Happy reading!

Caroline Aubé, PhD
Full Professor
Director of Research and Knowledge Transfer
THE OFFICE OF RESEARCH AND KNOWLEDGE TRANSFER

Caroline Aubé
Director

Darquise Lafrenière
Advisor – Research Grants and Ethics

Eric Lefrançois
Director of Operations

Mathieu Aubin
Advisor – Research Grants and Ethics

Suzanne Lapierre
Financial Management Officer

Azucena Osuna Miramontes
Financial Administrative Officer

Sandra Etienne
Administrative and Information Management Agent

Thomas Gulian
Advisor – Research and Knowledge Transfer

Eric Lefrançois
Director of Operations

Lucie St Jacques
Analyst – Process Management

Paméla Trudeau-Fisette
Advisor – Research Grants and Ethics
RESEARCH AND KNOWLEDGE TRANSFER FIGURES

$45M  RESEARCH AND KNOWLEDGE TRANSFER FUNDING

$40M  RESEARCH FUNDING

$5M  TRANSFER ACTIVITY FUNDING

36  RESEARCH CHAIRS INCLUDING 8 CANADA RESEARCH CHAIRS

32  RESEARCH GROUPS AND KNOWLEDGE TRANSFER HUBS
## RESEARCH AND KNOWLEDGE TRANSFER FIGURES (cont.)

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* Assistant, Associate, and Full Professors, except those on leave without pay for the entire year.

** Including 4 strategic clusters
Four new chairs

Jacques-Parizeau Research Chair in Economic Policy
Pierre-Carl Michaud
cjp.hec.ca/en

Chair in Sustainable Finance
Iwan Meier
chaire-finance-durable.hec.ca/en

Power Corporation of Canada Chair in Employer-Employee Dynamics, Earnings and Benefits
Benoit Dostie
chaire-power-corporation-travail.hec.ca/en

Canada Research Chair in Consumer Decision-Making
Marcelo Vinhal Nepomuceno
chaireconsommateur.hec.ca/en
Financial Education Lab

The core mission of the Financial Education Lab, headed by Phillippe d’Astous, Associate Professor for the Department of Finance, is to understand individuals’ financial behaviours and develop financial education initiatives that are likely to improve financial well-being.

The project was made possible by a $1.25 million donation from the Desjardins Group.

Specifically, the Laboratory focuses on 3 objectives:

- Documenting and analyzing individuals’ financial literacy
- Understanding how a person’s level of financial literacy affects their financial choices
- Analyzing targeted interventions to improve individuals’ financial knowledge and contribute to their financial well-being.

The Financial Education Laboratory is part of the Retirement and Savings Institute of HEC Montréal ecosystem.

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Digital Meeting Laboratory

The Canada Research Chair in Digital Communication and Multitasking, held by Professor Ann-Frances Cameron of the Information Technology Department, inaugurated the Digital Meeting Laboratory this year. Funded by the Canadian Foundation for Innovation (CFI) and the Canada Research Chairs program, this laboratory provides researchers opportunities to examine how systems for digital meetings and augmented reality technology change the nature and the results of virtual meetings—an important theme in the context of remote and hybrid work.
Multidisciplinary Institute for Cybersecurity and Cyber Resilience (IMC2)

Polytechnique Montréal, Université de Montréal, and HEC Montréal joined forces to create the Multidisciplinary Institute for Cybersecurity and Cyber Resilience (IMC2). The digital transformation of our society, organizations, businesses, and lives has created a host of breaches that could be exploited and threaten digital sovereignty. IMC2 facilitates the emergence of tech solutions in cybersecurity while taking into account how the human factor affects its partners.

IMC2 is committed to providing the governments, citizens, and businesses of Quebec and Canada with leading-edge expertise through its research activities, training of the next generation, providing relevant qualifications, innovation, and knowledge sharing, and public policy support.

Associate Professor Alina Maria Dulipovici of the Department of Information Technologies will hold the position of Deputy Director of the IMC2 and be responsible for the Institute’s education component.

Pierre-Péladeau Centre of Leadership and Management

The mission of the Pierre-Péladeau Centre of Leadership and Management is to provide original, innovative, and unique learning experiences to French-speaking students and practitioners in the field of leadership and management. The Centre’s research and activities revolve around three major themes: leadership and the arts, history and management, as well as leadership experimentation and management innovation.

The Centre is directed by Cyrille Sardais, Full Professor in the Department of management. Marine Agogué, Associate Professor in the Department of Management, is Scientific Director.

Cyrille Sardais
Pierre-Péladeau Centre – Leadership and Management

Marine Agogué
Scientific Director
IVADO’s R3AI project receives a $124.5M grant from Canada First

The R3AI project from the Institute for Data Valorization (IVADO), which aims to develop Artificial Intelligence (AI) that’s robust, reasonable, and responsible, has been awarded a 124.5 million dollar grant from the Canada First Research Excellence Fund.

HEC Montréal is one of three universities that cofounded IVADO in 2016, along with Université de Montréal and Polytechnique Montréal. Université Laval and McGill University are also partner universities in the R3AI project.

The leverage effect of all this partnership will provide IVADO a total of 500 million dollars over seven years to support AI-related research, teaching, and knowledge transfer.

The three components of R’AI

The term R3AI refers to the three essential characteristics of future AI development:

- Robustness, to be able to rely on sound models and applications
- Reasonable, to develop AI that is explainable, causal, and modular
- Responsible, to ensure that AI is ethical and inclusive

The project’s mission also includes harnessing AI to serve society. More than 150 business community and civil society partners supported the grant proposal and will be associated with the project. IVADO is also committed to involving Indigenous and other underrepresented communities in both research and knowledge mobilization activities.
$18M in funding for Tech3Lab

HEC Montréal’s Tech3Lab was awarded 18 million dollars in funding over 5 years. This major funding will be used to innovate in user experience (UX) and accelerate digital transformation in organizations. The funds come from the Natural Sciences and Engineering Research Council of Canada (NSERC) and PROMPT—as well as 13 partners: Alloprof, National Bank, BlueYonder Group Inc., CAE Inc., CN Inc., D-BOX Technologies Inc., Deloitte Digital, LRDG Inc., Desjardins Group, Radio-Canada, ServiceNow, Sobeys Inc., and Vidéotron Ltd.

The funding will help advance two research programs that are led by Tech3Lab co-directors Pierre-Majorique Léger and Sylvain Sénécal and include 10 other researchers from the school.

The first program seeks to help organizations develop easy-to-learn technological interfaces and ensure that users are ready to adopt them.

The second program aims to improve user experience measures and methods and make them more accessible (e.g., providing internal teams with opportunities to validate results faster).
A FEW OF OUR MAJOR ACHIEVEMENTS (cont.)

La Base entrepreneuriale successes

Last year in figures

- A grant from the Ministère de l’Économie, de l’Innovation et de l’Énergie (MEIE) worth nearly $1.5M for the Rémi-Marcoux track and National Bank Accelerator
- A $375,000 grant from the Ville de Montréal for the EntrePrism program
- 45 start-ups coached in 2022-2023

- 700 FROM LA BASE REGISTERED FOR GALA DÉMO DAY
- 1,600 REGISTERED FOR OUR NETWORKING EVENTS SOIRÉES CONNEXION
- 282 MEETINGS WITH ENTREPRENEURS IN RESIDENCE
- 122 APPLICATIONS TO OUR PROGRAMS
- 121 COACHING ACTIVITIES
- 68 ENTREPRENEURS
- 25 WOMEN ENTREPRENEURS WERE COACHED
- 36 ENTREPRENEURS FROM UNDERREPRESENTED GROUPS WERE SUPPORTED
- 10 BOOTCAMP DAYS
- 6 NATIONAL/INTERNATIONAL MISSIONS
- 12 ENTREPRENEURS IN RESIDENCE
- 2 ENTREPRENEURS WERE WINNERS AT STARTUPFEST
Major research contract relating to Dossier santé numérique

HEC Montréal was awarded a research contract to support the development of a showcase product entitled Dossier santé numérique (DSN), which will be the first step towards implementing digital health records in Quebec. The contract, valued at 2.4 million dollars, was signed between the HEC Montréal Health Care Management Hub and the Centre of Expertise – DSN Program, which is Quebec’s Department of Health and Social Services (MSSS) representative in this project.

Coordinated by the Health Care Management Hub, this research will be led by a team of around ten researchers from various educational institutions across Quebec. The team will be led by Guy Paré, Professor in the Department of Information Technologies and holder of the Research Chair in Digital Health at HEC Montréal.

Several faculty members from the school are part of this valuable research team:
• Benoit Aubert
• Camille Grange
• Kevin Johnson
• Marie-Claude Trudel
• Gregory Vial

The team will also work in cooperation with Denis Chênevert, Director of the Health Care Management Hub and Full Professor for the Department of Human Resources Management.

$2.4M for the Centre for Productivity and Prosperity – Walter J. Somers Foundation

Quebec’s Ministère des Finances has renewed its funding for the Centre for Productivity and Prosperity – Walter J. Somers Foundation at HEC Montréal (CPP) in the amount of 2.4 million dollars for the next four years. This funding will enable the CPP team, directed by Full Professor Robert Gagné of the Department of Applied Economics, to pursue its dual mission: leading research on productivity and prosperity mainly in Quebec, and disseminating research outcomes through knowledge transfer and educational activities. In the past year, the Centre’s report Canada’s Lagging Productivity: Could the Problem be Insufficient Competition? was hailed as “one of the most comprehensive reviews of competition in Canada in the last decade” by Competition Bureau Canada.
Université de Montréal, HEC Montréal, and Polytechnique Montréal hosted the largest conference in the history of ACFAS.

The 90th ACFAS conference, the largest multidisciplinary scientific gathering in the French-speaking world, was held from May 8 to 12, 2023. A record 9,000 people attended the conference, which had more than 300 sessions and 600 presentations. This year’s attendance was unprecedented!

Nearly 70 members of HEC Montréal’s faculty, research teams, student body, and alumni community were speakers at the conference.

The conference theme was 100 years of knowledge for a sustainable world, a fitting theme since the conference marked the close of ACFAS’ 100th anniversary celebrations.

About Acfas

Formerly called the “Association canadienne-française pour l’avancement des sciences,” Acfas was founded in 1923. Its mission is to promote scientific activity, stimulate research, and disseminate knowledge throughout the French-speaking world, in Canada, and abroad, in every field of research.
Awareness-raising activity
As part of the 90th ACFAS conference, faculty members from HEC Montréal and Université de Montréal, supported by the EDI team from HEC Montréal’s Office of the Secretary General, organized a panel discussion on the role of universities in women’s careers. Panelists discussed how to support the careers of women studying at university and to propel them into leadership positions.

EDI training in research
More than half of faculty members directing a research unit (i.e., chair, hub, and group) have completed EDI training. The training provides participants the tools to create more inclusive environments.

The teams of the Secretary General and the Office of Research and Knowledge Transfer have also developed a training course on EDI in research. The purpose of the course is to provide concrete actions to incorporate EDI into research.

Examples of EDI initiatives in research and transfer units
Sixteen women, guided by 16 mentors from Quebec’s sports industry, took part in the second cohort of the Parcours La Relève training program provided by the HEC Montréal Sport Management Hub. The purpose of this training program dedicated to the next generation of women leaders is to support participants in developing their identity as a leader, build their confidence, and achieve their full potential as women leaders.

In 2022, the Group for Research in Decision Analysis (GERAD) established a committee charged with developing an EDI action plan. A survey was also conducted among the GERAD community to gain an overview of the perceptions of EDI-related issues within the group.
RESEARCH AWARDS AT HEC MONTRÉAL

2022 Laureates

Chenelière Education/Gaëtan Morin Award:
Vincent Grégoire

Chenelière Education/Gaëtan Morin Award:
Marie-Ève Rancourt

New Researcher Award:
Jian Tang
2022-2023 EXTERNAL RESEARCH AWARDS

**PUBLICATION AWARDS**

- Gilbert Kofi Adarkwah
- Constantinos Coursaris
- Russell Fralich
- Geneviève Gauthier
- Vincent Grégoire
- Pierre-Majorique Léger
- Danny Miller
- Sylvain Sénécal
- Jean-François Soublière

**OUTREACH AWARDS**

- Constantinos Coursaris
- Georges Dionne

Source: The awards listed are those recorded by professors in ZoneRecherche and that pertain to research. Research award details are listed in Appendix 1.
* Gilbert Laporte and Georges Dionne received, in 2007 and 2011 respectively, the Innis-Gérin medal for their eminent and sustained contribution to social sciences.
### PUBLICATIONS AND EDITORIAL ACTIVITIES

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*FT: Financial Times; UTD: University of Texas at Dallas
## JOURNAL ARTICLES RATINGS

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<td>Soulière, Jean-François</td>
<td>SOUBLIERE, Jean-François, LOCKWOOD, Christi. Achieving cultural resonance: Four strategies toward rallying support for entrepreneurial endeavors, Strategic Management Journal, Vol. 43, no 8, p. 1499-1527</td>
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## Editorial Activity Ratings

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# EDITORIAL ACTIVITIES FOR A+ JOURNALS

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NUMBER AND LOCATION OF CO-AUTHORS
Who published with HEC Montréal professors in 2022-2023

NUMBER OF CO-AUTHORS IN 2022-2023: 487

- CANADA: 153
- U.S.: 92
- LATIN AMERICA: 8
- EUROPE: 159
- ASIA: 50
- AFRICA: 8
- OCEANIA: 17
IMPACT OF PUBLICATIONS
Full Professors

21 FULL PROFESSORS* WERE CITED MORE THAN 5,000 TIMES
INCLUDING 7 PROFESSORS WHO WERE CITED MORE THAN 15,000 TIMES

21 MOST CITED FULL PROFESSORS**:
- Caroline Aubé
- Benoit Aubert
- François Bellavance
- Patrick Cohendet
- Jean-François Cordeau***
- Jacques Desrosiers***
- Georges Dionne
- David Doloreux
- Denis Grégoire
- Yany Grégoire
- Isabelle Le Breton-Miller***
- Pierre-Carl Michaud
- Danny Miller***
- Guy Paré***
- Suzanne Rivard***
- Linda Rouleau
- Sylvain Sénécal
- Stephan Vachon
- Christian Vandenberghhe***
- Simon van Norden
- Georges Zaccour

THESE 21 PROFESSORS’ H-INDEX SCORES RANGE FROM 16 TO 116

Source: Google Scholar (September 2023)
* Retired professors are not listed.
** Professors are listed in alphabetical order.
*** These professors have been cited more than 15,000 times.
16 ASSISTANT AND ASSOCIATE PROFESSORS WERE CITED MORE THAN 1,500 TIMES
INCLUDING 9 ASSISTANT AND ASSOCIATE PROFESSORS WHO WERE CITED MORE THAN 2,000 TIMES

THE 16 MOST CITED ASSOCIATE AND ASSISTANT PROFESSORS*:

› Yossiri Adulyasak**
› Marine Agogué
› David Ardia**
› Amir Barnea**
› Ann-Frances Cameron**
› Laurent Charlin**
› Verena Gruber
› Jorge E. Mendoza**
› Marcelo Vinhal Nepomuceno
› Ana Ortiz de Guinea**
› Jian Tang**
› Ryad Titah
› Nora Traum
› Wietske Van Osch
› Gregory Vial**
› Rafael Ziegler

THESE 16 PROFESSORS’ H-INDEX SCORES RANGE FROM 8 TO 46

Source: Google Scholar (September 2023)
* Professors are listed in alphabetical order.
** These professors have been cited more than 2,000 times.
The table shows the sum of the h-indices over five years for the 10 professors with the most citations in each selected business school.

The H-index is the number of articles that have been cited at least h times.

Schools were selected based on their international reputation and on the ability to rank faculty members in Google Scholar.
Methodology: The calculation is based on the number of research articles published in 24 prestigious reviews in the field of management. One point, divided by the number of affiliations per author, is given for each article published by a researcher affiliated with a management school. The total number of points determines each school’s ranking.

The most read articles published in La Conversation in 2022-2023

Pénélope Codello, Associate Professor in the Department of Management

"Un – autre – marqueur des inégalités de genre : l’humour des femmes au travail"

Léo Belzile, Assistant Professor in the Department of Decision Sciences

"Pile ou face : ce que les modèles statistiques nous enseignent sur la probabilité de vivre au-delà de 110 ans"

Yves Plourde, Associate Professor in the Department of Management

"Décarbonisation d’ici 2030 : un objectif quasi impossible, mais nécessaire"

Zeynep Arsel, Professor at Concordia University
Aya Aboelenien, Assistant Professor in the Department of Marketing

"Pourquoi entretenons-nous une relation d’amour-haine avec la viande ?"

The 19 articles published by HEC Montréal faculty between June 1, 2022, and May 31, 2023, generated 159,201 page views.

HEC MONTRÉAL
In 2022-2023, 128 HEC Montréal faculty members published articles in the magazine Gestion.

### Most read articles published in 2022-2023 in the magazine Gestion

**Travail émotionnel des gestionnaires : une clé pour gérer son équipe avec authenticité**
- **Michel Cossette**, Associate Professor in the Department of Human Resources Management

**Le Hoshin Kanri : le secret pour passer de la parole aux actes**
- **Sylvain Landry**, Full Professor in the Department of Logistics and Operations Management
- **Maricela Arellano Caro**, Assistant Professor in the Department of Logistics and Operations Management
- **Valérie Bélanger**, Associate Professor in the Department of Logistics and Operations Management

**Les multiples visages de l’épuisement**
- **Mouna Knani**, Associate Professor in the Department of Human Resources Management

**L’empathie favoriserait-elle l’éthique au sein des organisation ?**
- **Joé T. Martineau**, Associate Professor in the Department of Management
Posts on HEC Montréal professors' research and their impact on the community.

234 posts with 1.2M people reached

*Messages published on social media between June 1, 2022 and May 31, 2023*
Les enjeux de gestion dans le milieu sportif : le rôle de la recherche et du transfert

Éric Brunelle, Richard Legendre, and David Pastoriza Rivas

Développement et implantation responsable de l’intelligence artificielle

Golnoosh Farnadi, Pierre-Majorique Léger, and Xavier Parent-Rocheleau

La logistique hospitalière et les enjeux d’approvisionnement dans le milieu de la santé

Valérie Bélanger, Martin Cousineau and Jacques Roy
## RESEARCH FUNDING BY YEAR

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal government</td>
<td>$11,469</td>
<td>$12,192</td>
<td>$21,326</td>
<td>$17,479</td>
<td>$19,144</td>
</tr>
<tr>
<td>Provincial government</td>
<td>$5,908</td>
<td>$4,152</td>
<td>$4,294</td>
<td>$4,127</td>
<td>$5,920</td>
</tr>
<tr>
<td>Municipal government</td>
<td>$75</td>
<td>$41</td>
<td>$296</td>
<td>$280</td>
<td>$21</td>
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<tr>
<td>For-profit businesses</td>
<td>$3,315</td>
<td>$3,708</td>
<td>$2,388</td>
<td>$4,065</td>
<td>$4,549</td>
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<tr>
<td>Non-profit organizations (NFP)</td>
<td>$5,152</td>
<td>$4,966</td>
<td>$4,856</td>
<td>$5,296</td>
<td>$5,650</td>
</tr>
<tr>
<td>HEC Montréal</td>
<td>$4,376</td>
<td>$4,305</td>
<td>$5,020</td>
<td>$4,655</td>
<td>$4,365</td>
</tr>
<tr>
<td>Other academic institutions</td>
<td>253</td>
<td>184</td>
<td>88</td>
<td>236</td>
<td>183</td>
</tr>
<tr>
<td>Other (private donations)</td>
<td></td>
<td></td>
<td>45</td>
<td>225</td>
<td>140</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$30,548</strong></td>
<td><strong>$29,548</strong></td>
<td><strong>$38,313</strong></td>
<td><strong>$36,363</strong></td>
<td><strong>$39,972</strong></td>
</tr>
</tbody>
</table>

Amounts are in millions of dollars and rounded to the nearest dollar.
RESEARCH FUNDING BY YEAR AND RECIPIENT INSTITUTION

HEC Montréal fiduciaire:
- External funding
- Internal funding

Other recipient institutions:
- Funding granted to other universities when at least one HEC Montréal professor is involved in the research.
- In 2022-2023, other fiduciary fiduciary institutions are mainly:
  - Université de Sherbrooke (18%)
  - Mila (15%)
  - Université de Montréal (15%)
  - École Polytechnique de Montréal (10%)
  - McMaster University (9%)
  - Université du Québec à Montréal (5%)
  - Université Laval (6%)
  - McGill University (6%)
FEDERAL FUNDING BY YEAR
From the three major Canadian granting agencies
PROVINCIAL FUNDING BY YEAR
From the three Quebec research funding bodies
MITACS FUNDING PER YEAR

<table>
<thead>
<tr>
<th>Year</th>
<th>Total Funding</th>
<th>Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-2019</td>
<td>$0</td>
<td>32</td>
</tr>
<tr>
<td>2019-2020</td>
<td>$0.2M</td>
<td>38</td>
</tr>
<tr>
<td>2020-2021</td>
<td>$0.4M</td>
<td>69</td>
</tr>
<tr>
<td>2021-2022</td>
<td>$0.8M</td>
<td>63</td>
</tr>
<tr>
<td>2022-2023</td>
<td>$1.4M</td>
<td>52</td>
</tr>
</tbody>
</table>
The success rate of HEC Montréal professors in major grant competitions is higher than provincial and national averages.

<table>
<thead>
<tr>
<th></th>
<th>HEC Montréal’s success rate (over 5 years)</th>
<th>National and provincial success rates (over 5 years)</th>
</tr>
</thead>
<tbody>
<tr>
<td>SSHRC – Insight</td>
<td>63%</td>
<td>47%</td>
</tr>
<tr>
<td>SSHRC – Insight Development</td>
<td>71%</td>
<td>53%</td>
</tr>
<tr>
<td>SSHRC – Partnership Development</td>
<td>100%</td>
<td>59%</td>
</tr>
<tr>
<td>NSERC – Discovery</td>
<td>72%</td>
<td>64%</td>
</tr>
<tr>
<td>FRQSC – New Academics</td>
<td>44%</td>
<td>40%</td>
</tr>
<tr>
<td>FRQSC – Research Team Support</td>
<td>100%</td>
<td>71%</td>
</tr>
</tbody>
</table>
# Number of Funding Applications

By HEC Montréal professors

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
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<tr>
<td>SSHRC</td>
<td>11</td>
<td>25</td>
<td>28</td>
<td>19</td>
<td>35</td>
</tr>
<tr>
<td>NSERC</td>
<td>8</td>
<td>9</td>
<td>7</td>
<td>13</td>
<td>6</td>
</tr>
<tr>
<td>FCI</td>
<td>1</td>
<td>3</td>
<td>1</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>FRQSC</td>
<td>13</td>
<td>13</td>
<td>8</td>
<td>15</td>
<td>13</td>
</tr>
<tr>
<td>FRQNT</td>
<td>2</td>
<td>2</td>
<td>3</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>Federal departments and agencies</td>
<td>8</td>
<td>5</td>
<td>7</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Provincial ministries and agencies</td>
<td>4</td>
<td>4</td>
<td>2</td>
<td>4</td>
<td>1</td>
</tr>
<tr>
<td>Other</td>
<td>4</td>
<td>9</td>
<td>4</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>51</td>
<td>70</td>
<td>60</td>
<td>56</td>
<td>61</td>
</tr>
</tbody>
</table>
RESEARCH CONTRACTS PER YEAR

- 2018-2019: $1M in 28 contracts
- 2019-2020: $1.3M in 28 contracts
- 2020-2021: $1.6M in 23 contracts
- 2021-2022: $3.2M in 21 contracts
- 2022-2023: $4.6M in 28 contracts
## Knowledge Transfer Activity Funding Per Year

<table>
<thead>
<tr>
<th>Type of Funding (Amounts Received)</th>
<th>2018-2019</th>
<th>2019-2020</th>
<th>2020-2021</th>
<th>2021-2022</th>
<th>2022-2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner agreements and service agreements with the community</td>
<td>$504</td>
<td>$324</td>
<td>$924</td>
<td>$967</td>
<td>$1,498</td>
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<tr>
<td>Knowledge transfer grants</td>
<td>$209</td>
<td>$306</td>
<td>$1,009</td>
<td>$650</td>
<td>$1,828</td>
</tr>
<tr>
<td>Donations dedicated to knowledge transfer</td>
<td>$1,681</td>
<td>$1,528</td>
<td>$1,605</td>
<td>$1,003</td>
<td>$1,813</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,394</strong></td>
<td><strong>$2,158</strong></td>
<td><strong>$3,538</strong></td>
<td><strong>$2,619</strong></td>
<td><strong>$5,139</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Type of Funding (Number Received)</th>
<th>2018-2019</th>
<th>2019-2020</th>
<th>2020-2021</th>
<th>2021-2022</th>
<th>2022-2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partner agreements and service agreements with the community</td>
<td>20</td>
<td>19</td>
<td>29</td>
<td>34</td>
<td>61</td>
</tr>
<tr>
<td>Knowledge transfer grants</td>
<td>9</td>
<td>9</td>
<td>12</td>
<td>16</td>
<td>18</td>
</tr>
<tr>
<td>Donations dedicated to knowledge transfer</td>
<td>10</td>
<td>10</td>
<td>11</td>
<td>23</td>
<td>12</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>39</strong></td>
<td><strong>38</strong></td>
<td><strong>52</strong></td>
<td><strong>73</strong></td>
<td><strong>91</strong></td>
</tr>
</tbody>
</table>

Amounts are in millions of dollars and rounded to the nearest dollar.
INVENTION DISCLOSURES
51 invention disclosures since 2002

TECHNOLOGY TRANSFER
Example of technology transfer:
EDGE (Educational Data Game Experience) is a game that teaches users data analysis. The game gives players a scenario wherein they must find a solution to an analytical problem. Players use statistics to make predictions. The goal of the game is to help players learn how to make the best decisions.

An operating permit was granted to the company SAS, which commercialized the game under the name "Cortex Analytics Simulation Game".

Team of 5 co-inventors, 4 of whom are from HEC Montréal:
- Pierre-Majorique Léger
  Department of Information Technologies
- Marc Fredette
  Department of Decision Sciences
- Jean-François Plante
  Department of Decision Sciences
- Jean-François Michon
  ERPsim Lab Director

SPINOFFS
3 spinoff companies:
Baton Simulations, Imarklab, and CubeHX
NUMBER OF GRADUATES

Master’s theses

Dissertations

<table>
<thead>
<tr>
<th>Year</th>
<th>Master’s Theses</th>
<th>dissertations</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018-2019</td>
<td>159</td>
<td>22</td>
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<tr>
<td>2019-2020</td>
<td>100</td>
<td>21</td>
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<tr>
<td>2020-2021</td>
<td>145</td>
<td>19</td>
</tr>
<tr>
<td>2021-2022</td>
<td>110</td>
<td>19</td>
</tr>
<tr>
<td>2022-2023</td>
<td>107</td>
<td>14</td>
</tr>
</tbody>
</table>
Number of articles co-authored with Master’s and PhD students as well as postdocs at HEC Montréal

<table>
<thead>
<tr>
<th>MEMBERS OF HEC MONTRÉAL'S STUDENT COMMUNITY (LEVEL)</th>
<th>Number of articles in 2020-2021</th>
<th>Number of articles in 2021-2022</th>
<th>Number of articles in 2022-2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Master’s</td>
<td>36</td>
<td>24</td>
<td>16</td>
</tr>
<tr>
<td>PhD</td>
<td>38</td>
<td>30</td>
<td>39</td>
</tr>
<tr>
<td>Postdoctoral</td>
<td>24</td>
<td>25</td>
<td>24</td>
</tr>
<tr>
<td><strong>GRAND TOTAL</strong></td>
<td><strong>98</strong></td>
<td><strong>79</strong></td>
<td><strong>79</strong></td>
</tr>
</tbody>
</table>
Khaoula Chehbouni, a graduate of the Maîtrise en gestion (MSc) – intelligence d’affaires program received the 2022 Award for the Best Master’s Thesis from HEC Montréal for Mitigating Online Grooming With Federated Learning, co-directed by faculty members Gilles Caporossi and Golnoosh Farnadi.

Cansu Alakus’s dissertation Essays on covariate-based canonical correlation estimation, prediction intervals, and covariance regression with random forests is divided into 3 chapters, each proposing a new method for analyzing complex data based on random forests, one of the most widely used and efficient statistical learning methods.

The results of this research have practical and useful applications in various fields including neuroscience, epidemiology, biomedicine, finance, health, and marketing.

The first 2 chapters from this thesis were published in high-level scientific journals — Bioinformatics and The R Journal — belonging respectively to the fields of bioinformatics and data sciences.

Audrey-Anne Cyr’s Relational Modes of Management in Family Business: Relational Plurality, Configuration and Embedding explores relational modes of management in a family firm. More specifically, it aims to better understand how individuals join forces to generate sustainable social and economic value in this type of business.

The results of this dissertation highlight the heterogeneous character of family businesses. They reveal the relational factors on which their performance and intergenerational continuity are based and explain how social capital is developed, sustained, and valued in organizations over time.

The 1st chapter of Audrey-Anne Cyr’s dissertation has been transformed into a paper co-authored with Isabelle Le Breton-Miller and Danny Miller. This paper has just appeared in the 2023 special issue of the Journal of Management dedicated to literature reviews.

Alexis Perron-Brau’s dissertation contributes to the field of music marketing. It is entitled Deux articles sur l’engagement du consommateur et la performance de nouveaux produits dans l’industrie de la musique. This research aims to understand how customer engagement — that is, their attachment and their ability to commit to a brand — affects the performance of new products.

The results reveal that, if customer engagement does indeed help increase the chances of success of new music albums, it is conditional on the presence of a good fit between the new product and the brand that promotes it. In other words, while a high rate of engagement can help artists succeed, it can also limit their artistic freedom.
36 RESEARCH CHAIRS

8 HEC MONTREAL RESEARCH CHAIRS

- Canada Research Chair in Supply Chain Analytics
  Yossiri Adulyasak
- Canada Research Chair in Humanitarian Supply Chain Analytics
  Marie-Eve Rancourt
- Canada Research Chair in Digital Communication and Multitasking
  Ann-Frances Cameron
- Canada Research Chair in Economics
  Decio Covello
- Canada Research Chair in Risk Management
  Georges Dionne
- Canada Research Chair in Consumer Decision-Making
  Marcelo Vinhal Nepomuceno
- Canada Research Chair in Decision Making under Uncertainty
  Erick Delage
- Canada Research Chair in Enterprise Social Media and Digital Collaboration
  Wietske Van Osch

28 CANADA RESEARCH CHAIRS

- RBC Financial Group Chair of E-commerce
  Sylvain Sénécal
- Omer DeSerres Chair of Retailing
  Yany Grégoire
- Carmelle and Rémi Marcoux Chair in Arts Management
  François Colbert
- Chair in Energy Sector Management
  Pierre-Olivier Pineau
- Chair in Strategic Management of Information Technology
  Claude Francœur
- Chair in Supply Chain Operations Planning
  Raf Jans
- Chair in Fiscal Policy
  Nora Traum
- Research Chair in Digital Health
  Guy Paré
- Jacques-Parizeau Research Chair in Economic Policy
  Pierre-Carl Michaud
- SCALE AI Research Chair in Artificial Intelligence for Urban Mobility and Logistics
  Carolina Usorio
- Chair in Game Theory and Management
  Georges Zaccour
- Rogers—J.-A. Bombardier Chair of Entrepreneurship
  Denis Grégoire
- Research Chair in User Experience
  Pierre-Majorique Léger
- Chair in Sustainable Finance
  Iwan Meier
- Chair in the Management of Employee Commitment and Performance
  Christian Vandenberghhe
- Chair in Team Management and Effectiveness
  Caroline Aubé
- Chair in Innovation and Regional Development
  David Doloreux
- Canada CIFAR Chair in Artificial Intelligence (CCAI)
  Solmnoosh Farnadi
- Canada CIFAR Chair in Artificial Intelligence (CCAI)
  Jian Tang
- Canada CIFAR Chair in Artificial Intelligence (CCAI)
  Laurent Charlin
- Chair in Logistics and Transportation
  Michel Tremblay
- Chair in Mobilization of Individuals, Groups and Organization
  Michel Tremblay
- Chair in Global Innovation Networks
  Ekaterina Turkina
- FRQ-IVADO Chair in Data Science
  Aurélie Labbe
- CPA International Research Chair in Management Control
  Samuel Spence
- Power Corporation of Canada Chair in Employer-Employee Dynamics, Earnings and Benefits
  Benoit Dostie
- Chair of Succession and Family Enterprise
  Isabelle La Breton-Miller

New chairs in 2022-2023
32 RESEARCH UNITS

4 RESEARCH GROUPS AND TRANSFER HUBS

- Interuniversity Research Centre on Globalization and Work (CRIMT)
- Centre for Research on Social Innovations (CRISES)
- Interuniversity Research Centre on Enterprise Networks, Logistics and Transportation (CIRRELT)
- Group for Research in Decision Analysis (GERAD)

28 INTERUNIVERSITY CENTRES IN THE FRQSC AND FRQNT STRATEGIC CLUSTERS PROGRAM

- Arpège – Research Hub on Management Education
- Supply Chain Forum
- Centre for Research on Organization, Strategy and Governance
- Centre for Research on Organizational Transformation (CETO)
- Pierre Péladeau Center–Leadership and Management
- Centre for Productivity and Prosperity -
  - Walter J. Somers Foundation (CPP)
- International Business Research Group (IBRG)
- Research Group in Information Systems (GReSi)
- Strategy as Practice Study Group (GéPS)
- IDEOS–Social Enterprises Management Hub
- Canadian Derivatives Institute
- Sales Institute
- International Institute of Economic Diplomacy
- Alphonse and Dorimène Desjardins International Institute for Cooperatives
- Multidisciplinary Institute for Cybersecurity and Cyber Resilience (IMC2)
- Retirement and Savings Institute
- IVADO
- Computing and Data Mining Laboratory (LACED)
- Financial education lab
- ERPsim Lab
- Mosaic - Creativity & Innovation Hub
- Top Executives and Strategic Management Hub
- e3Hub - Expertise in Energy and Environment
- Entrepreneurship Hub
- Media Hub
- Health Care Management Hub
- Sport Management Hub
- Tech3Lab
New research professorships in 2022-2023
# APPENDIX 1

## EXTERNAL RESEARCH AWARDS

### PUBLICATION AWARDS

<table>
<thead>
<tr>
<th>Award name</th>
<th>Organization issuing the award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gilbert Kofi Adarkwah Best Reviewer Award for Global Strategy</td>
<td>Strategic Management Society</td>
</tr>
<tr>
<td>Constantinos Coursaris Nominated for the Best Paper Award 2023</td>
<td>Association for Information Systems’ Special Interest Group on Human Computer Interaction (AIS SIGCHI)</td>
</tr>
<tr>
<td>Russell Fralich Most Inspirational Paper - EURAM 2022 Conference - SIG Strategic Management</td>
<td>European Academy of Management (EURAM)</td>
</tr>
<tr>
<td>Geneviève Gauthier The Canadian Derivatives Institute CDI Conference Best Discussion Award</td>
<td>Canadian Derivatives Institute</td>
</tr>
<tr>
<td>Vincent Grégoire Best Paper Award in Asset Pricing</td>
<td>Northern Finance Association</td>
</tr>
<tr>
<td>Pierre-Majorique Léger Nominated for the Best Paper Award 2023</td>
<td>Association for Information Systems’ Special Interest Group on Human Computer Interaction (AIS SIGCHI)</td>
</tr>
<tr>
<td>Danny Miller The Long Range Planning (LRP) best paper prize for advances in strategic management research</td>
<td>British Academy of Management</td>
</tr>
<tr>
<td>Sylvain Sénécal Nominated for the Best Paper Award 2023</td>
<td>Association for Information Systems’ Special Interest Group on Human Computer Interaction (AIS SIGCHI)</td>
</tr>
<tr>
<td>Jean-François Soublière 2023 Best OMT Entrepreneurship Paper</td>
<td>Academy of Management - OMT Division</td>
</tr>
</tbody>
</table>

### OUTREACH AWARDS

<table>
<thead>
<tr>
<th>Award name</th>
<th>Organization issuing the award</th>
</tr>
</thead>
<tbody>
<tr>
<td>Constantinos Coursaris Appointed &quot;Expert Member&quot; in Human-Computer Interaction</td>
<td>International Federation for Information Processing’s Technical Committee on Human-Computer Interaction (IFIP TC13)</td>
</tr>
<tr>
<td>Georges Dionne Harris Schlesinger Award</td>
<td>European Group of Risk &amp; Insurance Economists (EGRIE)</td>
</tr>
</tbody>
</table>