

	<p style="text-align: center;"><b>Thomas FROEHLICHER</b></p> <p style="text-align: center;">Married, 3 children (aged 20, 23, 25) Born in Strasbourg in 1966 University Professor, Strategic Management (currently on sabbatical leave) 25 years' experience in higher education management as director general and dean 5<sup>th</sup> most influential director and president of a French higher education institution on X/Twitter (Headway Advisory 2022 Barometer)</p>
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## PROFESSIONAL EXPERIENCE

**Since September 2023:** Full Professor in Management Sciences (specialising in strategic management), Université de Lorraine (IAE School of Management, Metz)  
Expert for Hcéres and international accreditations from AACSB and EFMD (EQUIS, EFMD Accredited)

2018-2023 Dean and Director General Rennes School of Business (accredited by AACSB, EQUIS, AMBA, EFMD Accredited, BSIS, QUALIOP1).

Deployment of the UNITY 2019-2023 strategic plan. Ambition: to challenge the top 10 French management schools through quantitative and qualitative growth using 4 strategic levers:

- Strengthening and renewing our international DNA through the diversity of our nationalities, the quality of our university partnerships and the intensity of our multicultural mix.
- Consolidating academic solidity: academic research and expertise provided to companies, organizations and regions, supported by 5 research centers and the first institute of advanced studies created in a business school (Center for Unframed Thinking). Promoting the media impact of professors and their intellectual contributions.
- Developing a learning, collaborative and agile organization focused on the performance of the student experience and partnerships with businesses and local authorities (circles of expertise, synchronization and projects).
- Deploying a new brand platform and the signature #UnframedThinking.

310 employees, including 103 permanent professors (90% foreign nationals) and 5,000 students (50% international).

Growth in resources and operating income (€50m budget and €4.5m net income in 2021/22), diversification of the origin of international students and doubling of continuing education and executive education sales (8% of the 2021/22 budget vs. 1% in 2017/18).

EQUIS re-accreditation, new (pioneering) EFMD Accredited accreditation (MSc International Finance) and French Hcéres evaluation following EESPIG accreditation.

FT Rankings 2022: Master's in management #49; Master in Finance #23; European Business Schools #57

Strengthening the performance of academic research between 2019 and 2022: 141 to 158 PRJ articles +12%; of which 102 to 158 A+/A/B +34%; cumulative impact factors (IF) 245.3 to 650, introduction of a new faculty charter, active policy of recruiting 10/15 new professors each year and lower staff turnover.

Creation of a CFA in 2019 and an increase in work-study contracts (900 contracts in 2022/23 compared with 246 in 19/20) and establishment of the Rennes School of Business Foundation, under the auspices of the *Fondation de France*.

Reform of the Bachelor (BIM) and PGE programs (creation of 3 Geopolitics, Cyber Risk Governance and Transition & Environment pathways) and CEFDG grading of all initial training programs, with one bachelor's degree and 8 master's degrees (the last 3 in 2023/2024).

During the Covid-19 pandemic: €2m in exceptional financial commitments, €350k in additional social grants (€1m in grants paid in 2020-21), and 320 teachers and lecturers in training from May 2020:

- Flex project to deploy eLive teaching methods under Microsoft Teams (Bimodal).
- Uman project to support students personally, educationally and professionally.
- Installation of the Rennes SB extension in the Saint-Lazare district of Paris on 1 October 2021, which will break even in 2023/24.

2014-2017 Dean and Director General Kedge Business School (AACSB, EQUIS, AMBA full international accreditation and a full national accreditation of all degrees - Higher Education Minister & *Conférence des Grandes Ecoles*) – 5<sup>th</sup> French Business School Shanghai Ranking's Global Ranking of Academic Subjects 2017

103 M€ operational budget and 6,3 M€ operating result in 2016-2017 / 90,3 M€ and 4,3 M€ operating result in 2014-2015

12.500 students (Bachelors, Master/Msc/MS, Global EMBA/DBA, Phd, Executive Education), 193 core faculty staff and 430 administrative staff, 257 refereed publications & 429 CNRS stars in year 2015-2016, 56.000 alumni

4 campuses in France and Africa (Bordeaux, Marseille, Toulon, Paris Executive Center, Dakar, Senegal) and offshore campuses in China: Shanghai with SJTU, Suzhou with Renmin University, Shanghai Linghang District with Central Chinese Academy of Fine Arts, Paris Sorbonne University, *Arts Décoratifs* Paris, Orsay Museum

General management in the context of a school founded in July 2013 and a multi-campus, multi-regional Business School (Europe, Africa, Asia)

International accreditation maintenance, AACSB in 2016, EQUIS (Full accreditation in May 2017, AMBA in June 2017)

Strategic review in 2016 to build Kedge 2020 new strategic plan in a post-merger context, operational implementation and organisational transformation.

Development of three centers of excellence in marketing, supply chain management and CSR bridging research, business networks and education including a specialised PhD in Retail Management and Supply Chain Management

2009-2014 Director General & Dean HEC Liège *Liege University* (1.5 four-year mandates) - (EQUIS Accredited in 2017, AACSB PRT visit in 2018)

Member of the Academic Commission Liege University

2.300 students (bachelors, masters, PhD, executive degrees & education), 80 core faculty staff, 120 research & teaching assistants, 70 PhD students.

HEC Liege has offshore programs abroad such as IFAG Sofia, Bulgaria (AUF), Kinshasa Management School, RDC, NUCE Hanoi, Vietnam, NetAcademy on-line education, Indonesia

With 13.000 alumni, HEC Liege has doubled its corporate academic chairs (12 in 2013) and fund raising and launched its corporate foundation in 2012

Autonomous for its financial and administrative management, the school implements a strategy based on excellence in research, teaching and expertise

HEC Liege has been awarded its three first international accreditations (EPAS/EFMD) in 2011 and 2012, for MSc in Management, Business Engineering, PhD in Management Sciences and becomes a member of the French *Conference des Grandes Ecoles* in France

Co-holder of Accenture Chair in Sustainable Strategy

Co-founder ID Campus, Innovation Lab (Creative Wallonia, *Large-scale demonstrator European Creative District* European Union)

2007-2008 General Manager ARTEM - Art, Technology & Management initiative - strategic alliance of three Grandes Ecoles (Business, Engineering and Art & Design Schools), the University of Lorraine, French State and regional institutions and ARTEM Enterprises (40 companies supporting the alliance). This alliance development includes the design and building of a new campus (250 M€ investment)

2002-2006 Director General *ICN Business School* (1 four-year mandate)  
 Negotiations and foundation ICN BS with new private legal status affiliated to Nancy University (2002)  
 General management (Helvetius ERP, 35h Social Agreement, increase of operational budget from 6,9 to 14 M€)  
 First EQUIS international accreditation achievement  
 Creation and Development EMBA with EM Strasbourg Corporate Foundation  
 Acquisition and integration ESIDEC Business School Metz

1996-2002 Director of Programmes at ICN Business School and Ecole Nationale Supérieure des Mines de Nancy (ENSMN Engineering School)  
 Academic Director of ICN Business School and ENSMN  
 Associate Dean of ICN Business School  
 Development of ARTEM Workshops and Art, Sciences & Management courses (2001)

1993- EM Strasbourg Business School (Strasbourg University)

1996 Implementation PBL pedagogy (Problem-Based Learning) with Maastricht University

Head of Strategic Management Academic Department

## **OTHER RESPONSIBILITIES**

Current member of the AACSB Initial Accreditation Committee (IAC). Former member EPAS Committee.

Member of EFMD and AACSB international accreditation PRTs (Chair PRT: EBS Wiesbaden, ESC Rennes, Corvinus University Budapest, TU München, University of Johannesburg, CEIBS Shanghai/EHL Lausanne, Wuhan University, Shanghai University of Finance and Economics,

Queen's University Belfast, Hunan University Business School ; member PRT: Hanken Business School, Burgundy Management School, Portsmouth Business School, Boston University, Liverpool Hope University, Louvain School of Management, ICHEC Brussels, Porto Catolica Business School, Amsterdam University, IIM Calcutta, IMT Business School ; Advisor: Skolkovo Business School Moscow, Ben Gurion University Beer Sheva, Huazhong University of Science and Technology Wuhan).

Expert for evaluations carried out by the French High Council for the Evaluation of Research and Higher Education (*Hcéres*)

2022-2023 Vice-Chairman of the French *Conférence des Grandes Ecoles* (CGE), in charge of the international commission

2022-2023 Member of the Board of Directors of Campus France and Chairman of the Indo-Pacific Commission of the Campus France Forum (on behalf of the CGE).

2021-2023 Chairman of the *Conférence des Directeurs des Grandes Ecoles de Bretagne*.

2021-2023 Member of the Rennes Metropolitan District Development Council

2023 Involved in the *Convention des Entreprises pour le Climat Grand Ouest*, for a regenerative business model

8 thesis supervisors (defended)

## **EDUCATION AND ACADEMIC POSITIONS**

### **Degrees and Training**

2001	Ranked 7th nationally for a Full Professor position in France in Management Sciences (Concours National d'Agrégation de l'Enseignement Supérieur en Sciences de Gestion)
1996	PhD in Management Sciences, Lorraine University
1993-1994	CEFAG (FNEGE), Doctoral Advanced Program in Research Methods and Epistemology in Management Sciences
1992	Research master's in management sciences, Strasbourg University
1990	Bachelor in Sociology, University of Strasbourg
1989	Business Engineer – Management School, Strasbourg University

### **Academic Positions**

Current -	Full Professor ("Professeur Agrégé des Universités"), University of Lorraine
2001-2002	Full Professor <i>Ecole Nationale Supérieure des Mines</i> Nancy (ENSMN Engineering School)
1996-2001	Associate Professor, Lorraine University
1993-1996	Research and Teaching Assistant, Strasbourg University

## ACADEMIC PUBLICATIONS

### Peer-Reviewed Journal Articles (Extract)

1. (1996), « L'Emergence des Réseaux d'Entreprises, du Réseau Social de Dirigeants à la Coopération Inter-firmes », in NOËL A., KOENIG C., KOENIG G., (Eds.), « *Perspectives en Management Stratégique* », Paris : Economica
2. (1998), « Les liens sociaux entre dirigeants et le déclenchement de la coopération interentreprises », *Revue Finance, Contrôle, Stratégie*, Vol.1, mars, pp.99-124
3. (2001), « La dynamique de l'organisation relationnelle : conventions et réseaux sociaux au regard de l'enchevêtrement des modes de coordination », *Revue Finance, Contrôle, Stratégie*
4. (2002), « Le pilotage des conventions d'échange dans une entreprise en réseau », *Gérer et Comprendre, Annale de l'Ecole des Mines*, avec C. Assens et A. Baroncelli
5. (2006), « Ressources rhétoriques et barrières à l'entrée : les conditions structurales de la déréglementation du marché de l'électricité », *Finance, Contrôle, Stratégie*, avec A. Kuhn
6. (2012), « Allouer son attention aux univers sociaux des réseaux », *Revue Internationale de Psychosociologie*, XVIII/44, pp. 287-302, avec F. Barès et P. Bourgne.
7. (2014), « L'écosystème d'innovation universitaire de Aalto : une contribution au repérage des acteurs impliqués lors de la phase d'émergence », *Management International*, XVIII/1, avec F. Barès
8. (2014), « Pôles de compétitivité et clusters, vers des écosystèmes de croissance », *Entreprendre et Innover*, 4, pp.45-58, avec F. Barès
9. (2018), "Context matters: Expatriates' adjustment and contact with host country nationals in Luxembourg", *International Business Review*, Wiley Online Library (with H. Langinier)

### Books Edited

1. (1999), « Connivences d'acteurs, contrats, coopération interentreprises et métamorphose des organisations », *Presses Universitaires de Nancy*, Eds. avec S. Vendemini
2. (2002), « Compétences Relationnelles et Métamorphose des Organisations », ESKA, Eds. avec A. Kuhn, G. Schmidt
3. (2004), « Design Organisationnel et métamorphose des organisations », L'Harmattan, Eds. avec Björn Walliser
4. (2006), « Working Spaces in Art, Science and Business », Solitude Press, Eds. Avec Dominique Billier, Jean-Baptiste Joly

### Expertise and Assignments

(1993), "Study of the Irish economic development model, the Celtic Tiger ", study commissioned by the French Commissariat Général au Plan, CESAG - Strasbourg University

(2005), "Structures des clusters dans la Grande Région", participation in the study commissioned by the Economic Council of the Grande Région (Wallonia, Saarland, Lorraine, Luxembourg)

(2006), "Creative Industries: implications for a transverse creativity dynamic in the Lyon conurbation", Study for Greater Lyon Metropolitan Area

(2006-2007) "Shared governance of clusters and competitiveness clusters", study for the Alsace and Brittany regions and the Lyon and Toulouse metropolitan areas. This study, carried out in 2006 and 2007, analyses the governance arrangements in place in eight competitive clusters approved by the French government. It also looks at the strategic management of cluster policies carried out by these four national areas.

(2008), "Feasibility study of a Technology and Science Park in Belval for the Grand Duchy of Luxembourg", PWC Luxembourg

(2010), Hearing before the Higher Education Commission of the Economic and Social Council of the Rhône-Alpes Region, "Growth ecosystems, the case of Helsinki", February