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## **Julien KLESZCZOWSKI**

**Department of Finance, Audit & Accounting**  
**Faculty position: Associate Professor of Management Control**

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**Julien Kleszczowski** is an Associate Professor at ISG International Business School. He holds a Ph.D. in Management Science and is specialized in the field of Management Control and Third Sector Organizations. His current professional activity is teaching and research: his areas of publication are Performance Measurement, Social Impact Evaluation, Nonprofit Organizations, Management Tools, Social innovation and Social Business Models.

His teaching specializations concern Management Control, Management Accounting, Organizational Behavior and Third Sector Organizations.

### **Teaching Areas**

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Course 1: Management Control and Management Accounting  
Course 2: Organizational Behavior

### **Research Interests**

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Interest 1: Performance Measurement  
Interest 2: Nonprofit sector  
Interest 3: Management Tools  
Interest 4: Social Innovation

### **Education**

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## **2017**

Ph.D in Management Sciences, Ecole Polytechnique – University of Paris Saclay, France.

« Construire l'évaluation de l'impact social au sein des organisations non lucratives : instrumentation de gestion et dynamiques de rationalisation ». Link: <https://www.theses.fr/2017SACLX108>

Supervisor: Nathalie RAULET-CROSET, Professor at IAE Paris (Sorbonne Graduate Business School), Paris Sorbonne University.

## **2019**

Qualification of CNU (French Council of Universities), for the functions of senior Lecturer in Management Sciences (6<sup>th</sup> section)

## **2011**

Master in solidarity-based economy, Catholic Institute of Paris

## **2008**

Master in management, HEC Paris

## **Teaching Experience**

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### **Since 2017:**

Assistant / Associate Professor at ISG International Business School

### **2016 – 2017**

Teaching fellow at Ecole polytechnique. Courses taught: Introduction to Accounting, Organization Theory, Entrepreneurship

**2013 – 2016:** Lecturer of Management Accounting and Organizational Behavior at IAE Paris (Sorbonne Graduate Business School)

**Since 2012:** Lecturer of social entrepreneurship and social impact measurement at HEC Paris, AgroParistech, Catholic Institute of Paris, IAE Lille and IAE Paris

**2008 – 2012:** Teaching and research assistant at HEC Paris on social entrepreneurship (Social Business / Enterprise and Poverty Chair and action-learning programs on social innovation)

## **Other Professional Experience**

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**2014:** Academic coordinator of an executive program for CEOs of social enterprises at HEC Paris

**2012 – 2016:** Project manager on social impact measurement at Apprentis d'Auteuil

**2008 – 2012:** Project officer on social responsibility initiatives at HEC Paris

**2006:** Consultant intern, Oliver Wyman, France

## **Publications**

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### ***Articles in refereed journals***

M. Guérineau, F. Jacob, J. Kleszczowski (to be published), "Co-design in action: Design principles to successfully manage transformative social innovation". IEEE Transactions on Engineering Management (HCERES rank: A). Paper accepted in February 2022.

J. Kleszczowski, N. Raulet-Croset (2022), "Evaluating social impact in practice: constructing a response to institutional demand in a French nonprofit organization", *Annals of Public and Cooperative Economics* (HCERES rank: C). Published online. DOI: <https://doi.org/10.1111/apce.12368>

M. Guérineau, J. Kleszczowski (2021), « Promesses et zones d'ombre des contrats à impact social », *Entreprendre et Innover* (HCERES rank: C). 48 (1), 19-28. DOI: <https://doi.org/10.3917/entin.048.0019>

J. Kleszczowski (2020), « Facteurs de choix du design d'évaluation de l'impact social des organisations à but non lucratif. Le cas d'Apprentis d'Auteuil ». *Finance, Contrôle, Stratégie* (HCERES rank : B), special issue on management accounting in social economy organizations. NS-10, July. DOI: <https://doi.org/10.4000/fcs.5731>

### **Conference Presentations**

G. Carton, J. Kleszczowski (2021), "Navigating the For-profit – Non-profit paradox: the case of consulting for social enterprises".

8th EMES International Research Conference, Zaragoza, Spain, October 4-7.

14th International Conference of ISTR (International Society for Third Sector Research), online, July 12-15

37th EGOS Colloquium, Paper Development Workshop "Paradox Theory for Inclusive Research in Disruptive Times", online, July 7-10.

M. Guérineau, F. Jacob, J. Kleszczowski (2021), "Co-design in action: Design principles to foster the scaling up of social innovation". 37th EGOS Colloquium, subtheme "Multi-stakeholder Initiatives: Inclusive Dynamics to Address Grand Challenges", online, July 7-10.

A. Baudet, M. Guérineau, J. Kleszczowski (2020), « D'une logique de financement à une logique d'expérimentation : le rôle clé de l'évaluation dans les contrats à impact social pour favoriser le passage à l'échelle de l'innovation sociale », 29th AIMS Conference, online, June 3-5.

J. Kleszczowski, N. Raulet-Croset (2019), "Combination of rationalities in social impact evaluation: a study in a French nonprofit organization". 35<sup>th</sup> EGOS Colloquium, sub-theme "Social Impact Evaluation: The Technical and Sociopolitical Challenges of Accountability", Edinburgh, United Kingdom, July 4-6.

A. Baudet, M. Guérineau, J. Kleszczowski (2019), "Social impact assessment in the context of results-based financing: the case of a French Social Impact Bond". International Social Innovation Research Conference (ISIRC), Glasgow, September 2-4.

J. Kleszczowski, N. Raulet-Croset (2017), "Social impact measurement as a rational myth: a study of the building process of organizational response in a French nonprofit organization", 33rd EGOS Colloquium, sub-theme "Civil Society Organizations: The Site of Legitimizing the Common Good", Copenhagen, Denmark, July 6 – 8.

J. Kleszczowski, N. Raulet-Croset (2017), "Social impact measurement as a rational myth : a study of the building process of organizational response in a French nonprofit organization", Emerging scholars' colloquium of Critical Perspectives on Accounting Conference, Québec City, Canada, July 2 – 5.

J. Kleszczowski, N. Raulet-Croset (2016), "Numbers in control tool design: a study of social impact measurement in nonprofit organizations", 32nd EGOS Colloquium, sub-theme on "Control, materiality and practices", July 7-9, Naples, Italy

J. Kleszczowski, A. Baudet (2016), "Result-based performance measurement of nonprofit organizations: a critical literature review", 2nd workshop on Managing Nonprofit Organizations, Paris, 23 – 24 June.

J. Kleszczowski (2016), "La place des parties prenantes dans l'évaluation de l'impact social des organisations non lucratives : étude empirique au sein d'une organisation française", 37th Congress of AFC (French-speaking Association of Accounting), May 19-20, Clermont-Ferrand, France

J. Kleszczowski, N. Raulet-Croset (2015), "Social impact measurement as a dynamic process : a study in a French nonprofit organization", 5th EMES international conference on social enterprise, June 30 – July 3<sup>rd</sup>, Helsinki, Finland.

J. Kleszczowski, N. Raulet-Croset (2014), "Social impact evaluation as a management tool in nonprofit organizations: a sociomaterial perspective", Fourth OAP (Organizations, Artifacts and Practices) workshop on Rules, Regulations and Materiality in Management and Organization Studies, June 26-27, Rome, Italy.

J. Kleszczowski, L. Pignot-Malapert (2011), "Which governance to meet the purpose of a social enterprise ? An exploratory study in France.", 3<sup>rd</sup> EMES international conference on social enterprise, Social Innovation through social entrepreneurship in civil society, July 4-7, Roskilde, Danmark.

### **Chapters in Books**

J. Kleszczowski, N. Raulet-Croset (2018) "Social impact measurement as a dynamic process : a study in a French nonprofit organization", in N. Mitev, A. Morgan-Thomas, P. Lorino F.-X. de Vaujany, Y. Nama (eds.), *Materiality and Managerial Techniques*, Palgrave McMillan, 325 – 354. DOI: [https://doi.org/10.1007/978-3-319-66101-8\\_13](https://doi.org/10.1007/978-3-319-66101-8_13)

### **Research reports**

J. Kleszczowski (2016), « Education : quel retour sur investissement ? Guide pour évaluer intelligemment l'impact social d'une action éducative », Think tank 'Vers le Haut', Paris, France. Link: [https://www.verslehaut.org/wp-content/uploads/2017/10/@20160628\\_rapport\\_e%CC%81valuation\\_impact\\_social\\_e%CC%81ducation.pdf](https://www.verslehaut.org/wp-content/uploads/2017/10/@20160628_rapport_e%CC%81valuation_impact_social_e%CC%81ducation.pdf)

### **Case Studies**

J. Kleszczowski, L. Lehmann-Ortega (2012), "Ares et la Petite Reine... de coeur ? Stratégie d'une entreprise sociale", Centrale des Cas et des Médias Pédagogiques, coll. HEC

## **Professional Associations**

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EGOS (European Group of Organization Studies)

AFC (French-speaking Association of Accounting)

AIMS (International association of strategic management)

## **Reviewing Activity**

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VOLUNTAS, Annals of Public and Cooperative Economics, Entreprendre et Innover, Revue Française de Socio-Economie, Revue de l'Organisation Responsable, Annual Congress of AFC (French-speaking Association of Accounting)

## Scientific Awards

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Ph.D Dissertation Award Finalist of ADDES (Academic Association on social economy) in 2018.  
Funding from IFMA in 2021 for a research project about scaling up of transformative social innovation.