

# Anne-Claire PACHE

Professeur

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Département: Droit, Science politique & Société

Campus de Cergy

## DIPLÔMES

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### DIPLÔMES

2010	Ph.D. en Comportement Organisationnel (INSEAD France)
2001	Master in Public Administration - Majeure en Non Profit Management (Harvard University États-Unis)
1996	Master en Aménagement et Maitrise d'Ouvrage Urbaine (École Nationale des Ponts et Chaussées France)
1994	MSc en Management (ESSEC Business School France)

## CARRIÈRE

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### POSITIONS ACADÉMIQUES PRINCIPALES

2010 - 2012-08-31	Professeur assistant (ESSEC Business School France)
2012 - 2015-08-31	Professeur associé (ESSEC Business School France)
2015 - Présent	Professeur (ESSEC Business School France)

### AUTRES POSITIONS ACADÉMIQUES

2011 - 2023-08-31	Professeur titulaire de la chaire Philanthropie (ESSEC Business School France)
2001 - 2009-08-31	Co-fondatrice et Secrétaire Générale de la Chaire d'Entrepreneuriat Social (ESSEC Business School France)
2014 - 2017-08-31	Directrice Générale Adjointe en Charge des Programmes Académiques

(ESSEC Business School France)

2020 - 2026-08-31 Directrice Académique TOGETHER (ESSEC Business School France)

2022 - 2026-08-31 Professeur titulaire de la chaire Entreprenariat social (ESSEC Business School France)

2024 - 2026-09-01 Directeur académique du Bachelor ACT (ESSEC Business School France)

## **POSITIONS PROFESSIONNELLES**

1994 - 1999-12-31 Co-fondatrice et Co-directrice (UNIS-CITE France)

## **AUTRES POSITIONS**

2020 - 2026-08-31 Directrice Stratégie et Engagement Sociétal (ESSEC Business School France)

## **PUBLICATIONS**

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### **DOCUMENTS DE TRAVAIL**

[GAUTIER, A., PACHE, A.C. et CHOWDHURY, I. \(2013\). \*Nonprofit Roles in For-profit Firms: The Institutionalization of Corporate Philanthropy in France\*. ESSEC Business School.](#)

[PACHE, A.C. et SANTOS, F. \(2010\). \*Inside the hybrid organization: An organizational level view of responses to conflicting institutional demands\*.](#)

[VAN SCHIE, S., GAUTIER, A. et PACHE, A.C. \(2014\). \*L'engagement des collaborateurs : quels facteurs de participation durable ?\*](#)

[GAUTIER, A., PACHE, A.C. et MOSSEL, V. \(2013\). \*Giving in France: A Philanthropic Renewal after Decades of Distrust\*. ESSEC Business School.](#)

[PACHE, A.C. et SANTOS, F. \(2011\). \*Inside the Hybrid Organization. An Organizational Level View of Responses to Conflicting Institutional Demands\*. ESSEC Business School.](#)

### **ETUDES DE CAS DÉPOSÉES**

[PACHE, A.C. et GAUTIER, A. \(2016\). Bringing together tradition and modernity: Towards a new philanthropy of the Rothschild family. ESSEC Business School.](#)

[PACHE, A.C. et GAUTIER, A. \(2016\). Allier tradition et modernité : vers une nouvelle philanthropie de la famille Rothschild. ESSEC Business School.](#)

[GAUTIER, A. et PACHE, A.C. \(2015\). Donner un second souffle a un grand festival de musique : les Eurockéennes de Belfort. ESSEC Business School.](#)

[GAUTIER, A. et PACHE, A.C. \(2015\). Gérer le départ d'un fondateur charismatique: le cas d'Asmae, l'association de Sœur Emmanuelle. ESSEC Business School.](#)

[GAUTIER, A. et PACHE, A.C. \(2015\). Managing the departure of a charismatic founder: Asmae, the charity founded by Sister Emmanuelle. ESSEC Business School.](#)

[GAUTIER, A. et PACHE, A.C. \(2015\). Giving a new lease of life to a major music festival: The Belfort Eurockéennes. ESSEC Business School.](#)

[MARCHAND, G. et PACHE, A.C. \(2023\). L'Hôpital Fondation Adolphe de Rothschild: The Challenges of a Hybrid Hospital Model in the French Healthcare System - Case B. ESSEC Business School.](#)

[MARCHAND, G. et PACHE, A.C. \(2023\). L'Hôpital Fondation Adolphe de Rothschild: The Challenges of a Hybrid Hospital Model in the French Healthcare System - Case A. ESSEC Business School.](#)

## **ARTICLES**

[PACHE, A.C. et CHALENÇON, G. \(2007\). Changer d'échelle : Vers une typologie des stratégies d'expansion géographique des entreprises sociales. \*Revue Internationale de l'Economie Sociale - RECMA\*, \(305\).](#)

[BATTILANA, J., OBLOJ, T., PACHE, A.C. et SENGUL, M. \(2022\). Beyond Shareholder Value Maximization: Accounting for Financial/Social Tradeoffs in Dual-Purpose Companies. \*Academy of Management Review\*, 47\(2\), pp. 237-258.](#)

[PACHE, A.C. et THORNTON, P.H. \(2020\). Hybridity and Institutional Logics. \*Research in the Sociology of Organizations\*, 69, pp. 29-52.](#)

[GAUTIER, A., PACHE, A.C., CHOWDHURY, I. et LIGONIE, M. \(2021\). The Missing Link: Communities of Practice as Bridges Between Institutional Entrepreneurs and Frontline Practitioners in Institutionalizing a Divergent Practice. \*Research in the Sociology of Organizations\*, 71, pp. 199-230.](#)

[PACHE, A.C. et SANTOS, F. \(2021\). When worlds keep on colliding: Exploring the consequences of organizational responses to conflicting institutional demands. \*Academy of Management Review\*,](#)

46(4).

[GAUTIER, A., PACHE, A.C. et SANTOS, F.M.S.D. \(2023\). Making sense of hybrid practices: The role of individual adherence to institutional logics in impact investing. \*Organization Studies\*, 44\(9\), pp. 1385-1412.](#)

[PACHE, A.C., BATTILANA, J. et SPENCER, C. \(2024\). An Integrative Model of Hybrid Governance: The Role of Boards in Helping Sustain Organizational Hybridity. \*Academy of Management Journal\*, 67\(2\).](#)

[PACHE, A.C. et CHALENÇON, G. \(2004\). De l'idée au projet: repères pour la création et le développement d'une structure de médiation multiservice. \*Les Cahiers de l'AVISE\*.](#)

[PACHE, A.C. \(2008\). Entreprises d'insertion : des entreprises qui se professionnalisent. \*CNEI Mag\*.](#)

[PACHE, A.C., DELANNOE, E. et TOMPKINS STANGE, M. \(2020\). A Community Foundation for the Nation. \*Stanford Social Innovation Review\*.](#)

[GAUTIER, A. et PACHE, A.C. \(2012\). La philanthropie familiale en France. \*Revue des Deux Mondes\*, pp. 126-135.](#)

[BATTILANA, J., GILMARTIN, M., SENGUL, M., PACHE, A.C. et ALEXANDER, J.A. \(2010\). Leadership Competencies for Implementing Planned Organizational Change. \*Leadership Quarterly\*, 21\(3\), pp. 422-438.](#)

[SANTOS, F., PACHE, A.C. et BIRKHOLZ, C. \(2015\). Making Hybrids Work: Aligning Business Models and Organizational Design for Social Enterprises. \*California Management Review\*, 57\(3\), pp. 36-58.](#)

[GAUTIER, A. et PACHE, A.C. \(2015\). Research on Corporate Philanthropy: A Review and Assessment. \*Journal of Business Ethics\*, 126\(3\), pp. 343-369.](#)

[PACHE, A.C. et CHOWDERY, I. \(2012\). Social Entrepreneurs as Institutionally Embedded Entrepreneurs: Towards a New Model of Social Entrepreneurship Education. \*Academy of Management Learning and Education\*, 11\(3\), pp. 494-510.](#)

[BATTILANA, J., PACHE, A.C., SENGUL, M. et KIMSEY, M. \(2019\). The Dual Purpose Playbook: What it really takes to do good and do well at the same time. \*Harvard Business Review\*, 97\(4\), pp. 3-11.](#)

[VAN SCHIE, S., GAUTIER, A., PACHE, A.C. et GÜNTNER, S.T. \(2019\). What Keeps Corporate Volunteers Engaged: Extending the Volunteer Work Design Model with Self-determination Theory Insights. \*Journal of Business Ethics\*, 160\(3\), pp. 693-712.](#)

[PACHE, A.C. et SANTOS, F. \(2010\). When Worlds Collide: The Internal Dynamics of Organizational Responses to Conflicting Institutional Demands. \*Academy of Management Review\*, 35\(3\), pp. 455-476.](#)

[SANDFORD, S., PACHE, A.C. et GAUTIER, A. \(2016\). Case study: Donations Within Limits. \*Stanford Social Innovation Review\*, 14\(1\), pp. 20-25.](#)

[PACHE, A.C. et SANTOS, F. \(2013\). Embedded in Hybrid Contexts: How Individuals in Organizations Respond to Competing Institutional Logics. \*Research in the Sociology of Organizations\*, 39\(B\), pp. 3-35.](#)

[STIEVENART, E. et PACHE, A.C. \(2014\). Évaluer l'impact social d'une entreprise sociale : Points de repères. \*Revue Internationale de l'Economie Sociale - RECMA\*, 331\(1\), pp. 76-92.](#)

[ANDRE, K. et PACHE, A.C. \(2016\). From Caring Entrepreneur to Caring Enterprise: Addressing the Ethical Challenges of Scaling up Social Enterprises. \*Journal of Business Ethics\*, 133\(4\), pp. 659-675.](#)

[BATTILANA, J., SENGUL, M., PACHE, A.C. et MODEL, J. \(2015\). Harnessing Productive Tensions in Hybrid Organizations: The Case of Work Integration Social Enterprises. \*Academy of Management Journal\*, 58\(6\), pp. 1658-1685.](#)

[PACHE, A.C. et SANTOS, F. \(2013\). Inside the Hybrid Organization: Selective Coupling as a Response to Competing Institutional Logics. \*Academy of Management Journal\*, 56\(4\), pp. 972-1001.](#)

[BATTILANA, J., PACHE, A.C., SENGUL, M. et KIMSEY, M. \(2019\). Les clés d'une gestion hybride réussie. \*Harvard Business Review \(France\)\*, \(4\), pp. 67-75.](#)

[PACHE, A.C. et GAUTIER, A. \(2014\). A Global Family Affair. \*Stanford Social Innovation Review\*, 12\(3\), pp. 61-62.](#)

## **LIVRES**

[ANDRÉ, K., PACHE, A.C. et GHEERBRANT, C. \(2014\). \*Changer d'échelle : manuel pour maximiser l'impact des entreprises sociales\*. Cergy-Pontoise: ESSEC Business School.](#)

[FRUMKIN, P., PACHE, A.C. et GAUTIER, A. \(2020\). \*Vers une philanthropie stratégique\*. Odile Jacob, 256 pages.](#)

[PACHE, A.C., SHEPERD, L. et TRELLU, M. \(2006\). \*Demain le Service Civil\*. Village Mondial.](#)

[PACHE, A.C. et SIBIEUDE, T. \(2011\). \*Cas en Entrepreneuriat Social\*. Éditions Management et Société \(EMS\), 151 pages.](#)

[GAUTIER, A. et PACHE, A.C. \(2014\). \*La Philanthropie : Une affaire de familles\*. Paris: Autrement, 237 pages.](#)

## **COMMUNICATIONS DANS UNE CONFÉRENCE**

[GAUTIER, A., PACHE, A.C. et CHOWDHURY, I. \(2015\). Bound to fail yet successful: Understanding the institutionalization processes of corporate philanthropy in France. Dans: ERNOP 7th International Conference. Cergy.](#)

[BOTHELLO, J., GAUTIER, A. et PACHE, A.C. \(2015\). Families, Firms and Philanthropy: A cross-national comparison of responses to competing institutional demands. Dans: ERNOP 7th International Conference. Cergy.](#)

[GAUTIER, A., PACHE, A.C. et SANTOS, F.M.S.D. \(2022\). Making sense of hybrid practices: The role of individual adherence to institutional logics. Dans: 38th European Group for Organizational Studies \(EGOS\) Colloquium 2022. Vienna.](#)

[PACHE, A.C. et FAYARD, A.L. \(2023\). Common Grounding, Rather than Common Ground: How to Nurture Cross-Sector Collaborations for Social Innovation. Dans: 2023 Management & Entrepreneurship Conversation Conference. London.](#)

[BOTHELLO, J., GAUTIER, A. et PACHE, A.C. \(2015\). Families, Firms and Philanthropy: A cross-national comparison of responses to competing institutional demands. Dans: 31st EGOS Colloquium. Athens.](#)

[GAUTIER, A., PACHE, A.C. et CHOWDHURY, I. \(2016\). Bound to Fail Yet Successful: Understanding Institutionalization Processes of Contested Practices. Dans: 32nd European Group for Organizational Studies \(EGOS\) Colloquium 2016.](#)

[BATTILANA, J., PACHE, A.C., SENGUL, M. et MODEL, J. \(2012\). Combining Social Welfare and Market Logics: What Drives Social Performance in Socioeconomic Hybrids? Dans: 2012 Academy of Management Annual Meeting.](#)

[PACHE, A.C., BATTILANA, J. et SPENCER, C. \(2019\). Keeping an Eye on Two Goals: The Role of Boards in Managing Attentional Challenges in Social Enterprises. Dans: 2019 Catolica's Research Workshop on Hybrid Organizations.](#)

[PACHE, A.C. \(2013\). On the Consequences of Being a Hybrid Organisation: The Impact of Internal Representation of Multiple Logics on Organizational Outcomes. Dans: 1st Annual Community of Social Innovation \(COSI\) Workshop 2013.](#)

[GAUTIER, A., PACHE, A.C. et SANTOS, F.M.S.D. \(2022\). Making sense of hybrid practices: The role of individual adherence to institutional logics. Dans: 2022 Academy of Management Annual Meeting. Seattle.](#)

[FAYARD, A.L. et PACHE, A.C. \(2022\). Common grounding: How to nurture cross-sector collaborations for social innovation. Dans: 2022 Academy of Management Annual Conference. Online.](#)

[PACHE, A.C. et SANTOS, F. \(2013\). Embedded in Hybrid Contexts: How Individuals in Organizations Respond to Competing Institutional Logics. Dans: 29th EGOS Colloquium 2013.](#)

[PACHE, A.C., BATTILANA, J. et SPENCER, C. \(2018\). Keeping an Eye on Two Goals: Governance and Organizational Attention in Hybrid Organizations. Dans: 78th Academy of Management Annual Meeting.](#)

[PACHE, A.C., BATTILANA, J. et SPENCER, C. \(2019\). Managing Attentional Challenges in Social Enterprises: The Key Role Board Structure and Processes. Dans: 2019 Academy of Management Meeting.](#)

[PACHE, A.C. \(2016\). Never the Train Shall Meet? Governance and Conflict in Hybrid Organizations. Dans: 2016 Community on Social Innovation \(COSI\) Scholars Annual Workshop.](#)

[PACHE, A.C. \(2012\). The Emergence of Non-Profit Professions among For-Profit Organizations: Corporate Philanthropy in France. Dans: 28th EGOS Colloquium 2012.](#)

[GAUTIER, A., PACHE, A.C. et SANTOS, F. \(2018\). The Making of Hybridizers: Exploring How Individuals Combine Competing Institutional Logics. Dans: 5th Alberta Institutions Conference 2018.](#)

[PACHE, A.C. et GAUTIER, A. \(2017\). The Making of Hybridizers: Exploring How Individuals Combine Competing Logics. Dans: 2017 Academy of Management Meeting.](#)

[PACHE, A.C. \(2011\). When Competing Logics Enter Organizations: The Politics of Organizational Responses to Conflicting Institutional Demands. Dans: EGOS Colloquium 2011.](#)

[PACHE, A.C. \(2012\). When Competing Logics Enter Organizations: The Politics of Organizational Responses to Conflicting Institutional Demands. Dans: 10th International Conference of ISTR.](#)

[VAN SCHIE, S., PACHE, A.C. et GÜNTERT, S.T. \(2015\). Corporate Volunteering: An SDT-Extension to the Volunteer Work Design Model. Dans: 2015 Academy of Management Annual Meeting.](#)

## **CHAPITRES**

[GAUTIER, A., PACHE, A.C. et MOSSEL, V. \(2015\). Giving in France: A philanthropic renewal after decades of distrust. Dans: P. Wiepking & F. Handy \(ed.\). \*The Palgrave Handbook of Global Philanthropy\*. 1st ed. London: Palgrave Macmillan, pp. 137-154.](#)

[BOTHELLO, J., GAUTIER, A. et PACHE, A.C. \(2020\). Families, firms and philanthropy: Shareholder foundation responses to competing goals. Dans: L. Roza, L. Meijjs, & von Schnurbein, G. eds. \*Handbook on Corporate Foundations\*. 1st ed. Berlin: Springer, pp. 63-82.](#)

[PACHE, A.C., FAYARD, A.L. et ROCHA GALO, M.A. \(2022\). How can cross-sector collaborations foster social innovation? A review. Dans: Vaccaro, A., Ramus, T. eds. \*Social Innovation and Social Enterprises\*. 1st ed. Cham: Springer, pp. 35-62.](#)

[LECA, B., SANDFORD, S., COGNAT, A.S., PACHE, A.C., MATO-SANTISO, V., HYÁNEK, V. et KRLEV, G. \(2018\). Cross-Sector Partnerships: A Social Innovation in the European Work Integration](#)

[Sector. Dans: Helmut Anheier, Gorgi Krlev, Georg Mildenberger eds. \*Social Innovation: Comparative Perspectives\*. 1st ed. Routledge.](#)

[MARADEIX, M.S., GAUTIER, A. et PACHE, A.C. \(2025\). Trust-Based Philanthropy. Dans: Giulia Neri-Castracane, Giuseppe Ugazio eds. \*Philanthropy: Multidisciplinary Perspectives\*. 1st ed. London: Routledge, pp. 462-476.](#)

[PACHE, A.C. et CHALENÇON, G. \(2009\). Changer d'Echelle. Dans: \*Entreprise\(s\) et Entrepreneuriat Social\(es\)\*. 1st ed. ABI Editions.](#)

[PACHE, A.C. et MOLECKE, G. \(2019\). How Do We Know When Social Innovation Works? A Review and Contingency Model of Social Impact Assessment. Dans: Gerard George, Dean and Lee Kong Chian eds. \*Handbook of Inclusive Innovation: The Role of Organizations, Markets and Communities in Social Innovation\*. 1st ed. Edward Elgar Publishing Ltd, pp. 83-106.](#)

[PACHE, A.C. \(2018\). Quelles réponses à la complexité institutionnelle ? de tout simplisme. Dans: \*Complexité et organisations : faire face aux défis de demain\*. 1st ed. Eyrolles, pp. 99-114.](#)

## **INTERVIEWS : EMISSION RADIO - TV - PRESSE ÉCRITE**

[PACHE, A.C. 2023. \*School for good, l'éducation comme remède\*. Septembre.](#)

## **RAPPORTS TECHNIQUES / LIVRES BLANCS**

[PACHE, A.C. et CHALENÇON, G. \(2006\). Changer d'échelle. Dupliquer les réussites sur de nouveaux territoires: une voie pour développer l'entrepreneuriat social.](#)

## **ACTES D'UNE CONFÉRENCE**

[PACHE, A.C. \(2007\). Organizational responses to conflicting institutional demands. Dans: \*Sixty-sixth Annual Meeting of the Academy of Management\*. Philadelphia: Academy of Management.](#)

[PACHE, A.C. \(2010\). The arts of balancing conflicting institutional demands: The case of social integration enterprises. Dans: \*Academy of Management Meeting\*. Montreal: Academy of Management.](#)

[GAUTIER, A., PACHE, A.C. et CHOWDHURY, I. \(2017\). Bound to fail yet successful: understanding the institutionalization processes of contested practices. Dans: \*Academy of Management Proceedings\*. Academy of Management, pp. 13220.](#)

[GAUTIER, A., PACHE, A.C. et SANTOS, F. \(2018\). From compartmentalizers to hybridizers: How individuals respond to multiple institutional logics. Dans: \*Academy of Management Proceedings\*.](#)

[Academy of Management, pp. 17913.](#)

[GAUTIER, A., PACHE, A.C. et CHOWDHURY, I. \(2013\). Nonprofit roles in for-profit firms: The institutionalization of corporate philanthropy in France. Dans: \*Academy of Management Proceedings\*. Academy of Management, pp. 17464.](#)

[PACHE, A.C. et CHOWDHURY, I. \(2011\). The Politics of Organizational Responses to Conflicting Institutional Demands. Dans: \*2011 Academy of Management Meeting Best Paper Proceedings\*. Academy of Management.](#)

## **ACTIVITÉS DE RECHERCHE**

### **Membre d'une association académique**

1971 - Présent: Membre (Academy of Management États-Unis)

1971 - Présent: Membre (European Group for Organizational Studies Belgique)

### **Reviewer pour un journal**

- Relecteur pour Academy of Management Journal
- Academy of Management Review
- Administrative Science Quarterly

### **Participation au comité scientifique d'une conférence ou reviewer pour une conférence**

1971 - Présent: Relectrice pour Academy of Management Annual Meeting (OMT division, PNP division) (Academy of Management États-Unis)

### **Autre activité académique**

2020 - Présent: International Research Fellow (University of Oxford Royaume-Uni)

### **Fonction dans une association académique**

2014 - 2017: Representative at large OMT Division (Academy of Management États-Unis)