



# ISEOR FALL INTERNATIONAL CONFERENCE

Simultaneous of the speeches into English and Spanish

## *Tetranormalization* : over abundance of standards and impacts on business development

Scientific Committee :

- Henri SAVALL - ISEOR, International Research Center
- Véronique ZARDET - Magellan, IAE Lyon, University of Jean Moulin
- Laurent CAPPELLETTI - CNAM Paris

## 16 & 17 october, 2019

**Venue** - iaelyon, 16 rue Rollet 69008, Lyon,  
FRANCE

« The rationale behind standards is to set the rules to frame human social economic and cultural activities. This normative environment is particularly fragmented. Nowadays tetranormalization theory defines four poles: accounting and financial standards, social standards, quality, safety and environmental standards, trade and technical standards. Two points of view are conflicting: that of the norm designers who seek to limit negative externalities, and that of the organization leaders who have to arbitrate sometimes contradictory norms, which result in visible or hidden costs. »

Henri Savall  
Véronique Zardet

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## PRESENTATION

- HOW TO MANAGE THE ABUNDANCE OF STANDARDS AND NORMS WHILE MAINTAINING THE COMPANY SOCIO-ECONOMIC PERFORMANCE AND COMPETITIVENESS?
- WHAT IS THE CEO'S ROLE IN CONTROLLING THE COMPANY REGULATORY ENVIRONMENT?
- HOW TO INVOLVE ALL ORGANIZATION'S ACTORS TO INTEGRATE STANDARDS INTO PROFESSIONAL PRACTICES?

## Les constats

- > Companies struggle to comply with all the standards and norms of their environment, as they are not entirely compatible.
- > The resulting risk of infringement complicates the strategic decision.
- > Implementing standards and norms requires a structured change management process within the organization.
- > Integrating standards and norms into organizations is costly in terms of skills enhancement and time consuming, as well as financial investments.
- > Companies are sometimes accompanied by external experts, given the complexity and ongoing updating of standards.
- > Standards impact behaviors, but accentuate the compartmentalization of different departments of the company.

During the 2 day conference, the challenges of steering standards in a broad sense (laws, directives, and private standards) in companies and organizations will be debated.

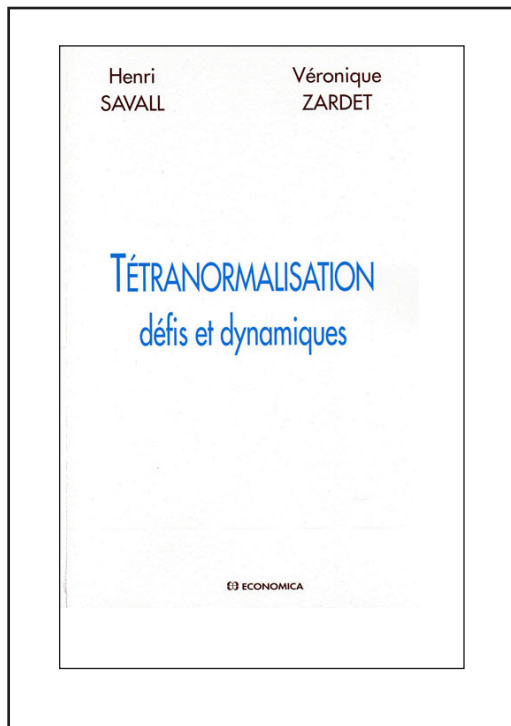
Many books have addressed the issue of standards. Among the existing theories, that of Tetranormalization raises the question of the constructive integration of norms within companies and organizations, in order to safeguard their capacity to survive and develop.

This conference will give the floor to CEOs, managers and employees and enable innovative insights in order to highlight the management of standards and to develop the sustainable social responsibility of companies.



## THEMES

- > Accounting and Financial Standards and norms
- > Trade Standards and norms
- > Social Standards and norms
- > Quality-Safety-Environment Standards (QSE)
- > The profusion and evolutions of standards
- > Role of external auditors
- > Socio-economic impacts of standards
- > Conflicting standards within a given organization
- > Choosing strategies: bypassing or proactively exploiting standards?
- > Risk prevention for the company through management of standards and norms
- > Facilitating the integration of standards into practices



2005

> **The international Tetranormalization network** involves over 150 European and American associate researchers, mainly in management science, but also in geography, economics, law and sociology. It relies on academics from different backgrounds and varied and complementary fields of research. The research program of this network addresses the subject of standardization in all its dimensions: regulations and laws, professional, management as well as organization, social or societal. With publications in the press, academic journals, communications, symposia and round tables, the Tetranormalization research network creates knowledge, particularly to shed light on organizations behavior in their quest for Sustainable Social Responsibility for organizations.

**Laurent Cappelletti** - Full Professor at CNAM Paris - Project manager of the International Tetranormalization Network

**le cnam**  
CCA Faculty Team of the CNAM

## AUDIENCE:

**Ceo's**

**managers, leaders**

**in all industries**

**Management consultants**

**and experts**

**Very much welcome**

## OBJECTIVES

- ADDRESSING STANDARDS MANAGEMENT AIMED AT ENABLING SUSTAINABLE SOCIAL RESPONSIBILITY

**Understanding the regulatory and normative environment to steer company pro-activity and agility**

- CAPITALIZING AND DISSEMINATING BEST PRACTICES

**Analyzing and sharing innovative skills and experiments**

- DISCOVERING THE IMPACTS OF SOCIO-ECONOMIC MANAGEMENT

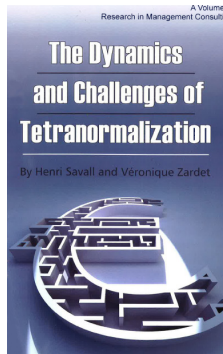
**Identifying the impacts of innovative socio-economic management practices**

## KEY FIGURES

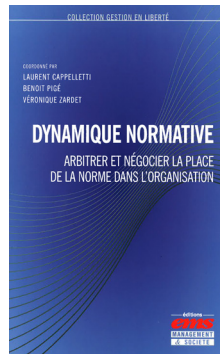
- Over **300 participants** will show up during the 2 day conference
- **Fifteen experts and researchers** will give a speech on best practices of standards
- **Forty business leaders, managers, executives and employees** will showcase their achievements (and difficulties) in the implementation of the socio-economic management of norms and standards

**Among participants:** Adapei Les Nouvelles ; Adminima (France) ; Aguacates Sánchez Hass (Mexique) ; AnD HR Solutions LLP (Inde) ; Arcenciel (Liban) ; Caisse d'Épargne-Région Auvergne-Rhône-Alpes ; CNAM Paris ; CUB-Architecture (France) ; CX Machinery Ltd (Chine) ; EADA Business School (Espagne) ; ESSEC Business School (France) ; Estudio Canllo Montoto (Argentine) ; Étude Meynet ; EY Consulting ; France Culture ; France SilverEco ; Groupe AFNOR ; iaelyon-Université Jean Moulin ; Institut International de l'Audit Social (France) ; Lebanon Reforestation Initiative (Liban) ; Leclerc Luçon ; Leclerc St Gilles-Croix-de-Vie (France) ; Manpower (Belgique & Luxembourg) ; MF Finance-Groupe Frontera ; MSE France ; Néobulle (France) ; Norsys Afrique (Maroc) ; OPCO EP & OPCA PEPSS/Actaliens ; Savoie Volailles ; Ville de Lyon (France) ; Shanghai Université (Chine) ; Siléane ; SLB Médical (France) ; St Croix Regional Medical Center (États-Unis) ; Université Autonome de Guanajuato (Mexique) ; Université Catholique de Lyon (France) ; Université de Balamand (Liban) ; Université de Franche-Comté (France) ; Université de Málaga (Espagne) ; Université de Montpellier (France) ; Université Saint-Joseph (Liban) ; Université St Scholastica College, Duluth (États-Unis) ;

# Main references



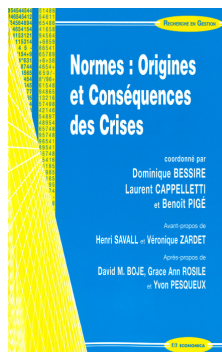
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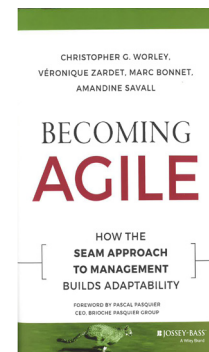
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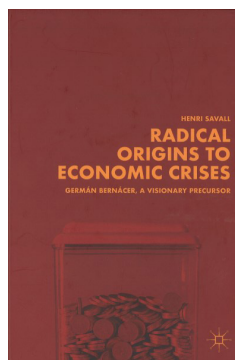
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