

An original approach

Institut de l'entreprise is a non-profit association under French Law, founded in 1975 by some thirty major corporations. The instigators were driven by the desire to have their own think tank, independent of any trade union or political agenda, to help them define their own strategy. That strategy would be built up by preparing in-depth analyses focusing on management developments and societal issues specific to the business environment, taking the time and resources required to do so.

Today, *Institut de l'entreprise* includes 120 members from all sectors of the economy, who account for more than 20% of the commercial GDP¹. Its role is to promote medium and long-term studies and to give a truly prospective dimension to the thinking of business leaders.

Both distinct from professional organizations and constantly interacting with them, the *Institut* stands out for its ability to remain free from the pressures of the immediate economic situation. Aiming to put into perspective the positions of all of the major forces in the economy and society in France and abroad, it is both a place for developing a modern approach to managerial thinking and a think tank for deliberating the major issues in society. As such, it makes an original contribution to corporate thinking.

Within the business community, the *Institut* is positioned upstream from professional organizations which it provides with analyses and proposals. It takes a long-term view of its functions of reflection and communication. It states its convictions clearly but its independence guarantees both its credibility and its authority.

Within the intellectual community, it develops teaching through facts, favours a forward-looking approach and conducts all of its thinking against the background of the international world to which its members belong.

Jean-Damien Pô,
Managing Director

¹ Gross Domestic Product

A Three-Fold Calling

Thinking

The **Committees** designed around the presidents of the member companies make up the framework of *Institut de l'entreprise's* approach to its analysis work. They benefit from the input of experts from France and abroad. They publish memos and reports that are made available on the Institute's web site. Three topics are being studied: Modernising Taxation (Gérard Mestrallet, Michel Taly); Modernising Labour Law (Gérard Worms); Public Expenditure (Yves Cannac).

The web site **Débat&co** (www.debateco.fr), opened in november 2007, aims to put entreprise in the depths of the major economic and social debate.

Sociétal, a journal taken over by the Institute in 1999, provides quarterly analysis of economic and social realities by means of a thematic report featuring in-depth analysis of a topical subject, along with articles focusing on economic and social issues, and analyses of works that are not available in French. (www.societal.fr)

The Editorial Committee is chaired by Yves Cannac. Jean-Marc Daniel acts as Editor-in-Chief.

Meeting

The **Institut's luncheons** allow its members to make contact and exchange views with leading figures from highly varied backgrounds: politics, business, etc. The fact that no reports of the meetings are issued allows for great freedom of expression. In the same way, the **Economic Observation Club**, chaired by François Essig, meets each month in the presence of a leading figure to discuss current economic issues.

The role of the **Seminars** is to promote the exchange of ideas concerning the analyses and deliberations of the *Institut de l'entreprise*, in France and abroad. For this purpose, the Institute is developing links with eleven overseas organizations that fulfil a similar function, the *International Network of Private Business Organizations*.

Influencing

The workings of the market economy and the image of the corporate world are both viewed through the prism of intellectual and ideological interpretations. The *Institut de l'entreprise's* strategic audience is made up of the people who help build up those interpretations and spread them to society at large.

■ High School Economics Teachers

The *Institut's* aim is to offer teachers of economic and social sciences another vision of business and current micro-economic realities. Three projects have been launched with the aim of informing and communicating with teachers, coordinated by Michel Pébereau:

- :: **A web site** containing teaching resources structured around the main chapters of the program of study for the final year of the *baccalauréat* and providing a source of practical business cases (www.melchior.fr)
- :: **A corporate immersion programme** involving two-month sessions in large companies, in collaboration with the French Ministry of Education;
- :: **A fall convention**, a place for exchanging ideas and thinking up new approaches with the aim of bringing the worlds of teaching and business closer together.

■ Tomorrow's leaders

The Institut des Hautes Etudes de l'Entreprise (IHEE) is aimed at people - politicians, senior civil servants, company executives, journalists, teachers, researchers, magistrates and trade unionists - between ages 35 and 45 who occupy, or will soon occupy, positions of great responsibility in their respective spheres of activity.

Through a structured work scheme, it offers them the opportunity to consider the consequences of the involvement of French companies and French society in a market economy of global proportions. The course is held over a 10-month period and lasts for a total of 29 days (16 of which are abroad).

Jean-Marc Espalioux and François Vachey chair the IHEE Steering Committee.

■ Trainee journalists

An introductory course to the world of business and its environment is offered, combining an in-company training course in a Communications Department with a series of conferences and debates on the problems facing businesses.

Management

■ Chairman

Michel Pébereau

■ Honorary Chairmen

Michel Bon (2002 – 2004) ▪ Bertrand Collomb (1996 – 2001) ▪ Didier Pineau-Valencienne (1993 – 1995) ▪ Yves Cannac (1990 – 1992) ▪ François Guiraud (1987 – 1989) ▪ François Perigot (1983 – 1986) ▪ Jean Chenevier (1975 – 1982) ▪ François Dalle

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Robert Baconnier (ANSA) ▪ Pierre Bellon (Sodexo) ▪ Philippe Carli (Siemens France) ▪ Daniel Dewavrin (OCIL) ▪ Françoise Gri (Manpower France) ▪ Henri Lachmann (Schneider Electric) ▪ Gérard Mestrallet (Suez) ▪ Michel Pébereau (BNP Paribas) ▪ Henri Proglgio (Veolia Environnement) ▪ Pierre Richard (Dexia) ▪ Ernest-Antoine Seillière (Wendel Investissement) ▪ Pierre Simon (Chambre de Commerce et d'Industrie de Paris) ▪ Jean-François Théodore (Nyse Euronext) ▪ Jean-Philippe Thierry (AGF)

■ Managing Director

Jean-Damien Pô

Members

Accenture - Accor - Advancia - AFM - AFD - AG2R - AGF - Air France-KLM - Air Liquide - Alstom - Altadis - ANSA - AON France - Arcelor Mittal - AREVA - ACFCI - Audencia - AXA - Bartin Group - BioMérieux - BNP Paribas - BP France - BRED - Caisse des Dépôts et Consignations - Caisse Nationale des Caisses d'Épargne - Calyon - Cap Gemini - Carrefour - Cegos - CCIP - Chambre de Commerce et d'Industrie de Versailles - CIC Finances - Ciments Français - CMS Bureau Francis Lefebvre - CNP Assurances - Compagnie Financière Edmond de Rothschild - CNIM - COVEA (MAAF Assurances & MMA) - Crédit Agricole - Crédit Mutuel - Deloitte - Dexia - EADS France - École Centrale Paris - EDF - Eiffage - Elixior - EM Lyon - Ernst & Young - ESCP-EAP - Essilor International - Euronext Paris - FIEEC - FEBEA - FNTP - Fimalac - Financière Franklin - France Télécom - Faider - Galeries Lafayette - Gaz de France - GE Real Estate - Geodis - Groupama - Groupe Casino, Euris - Groupe Danone - Groupe des Banques Populaires - GIM - Groupe ESSEC - Groupe HEC - Groupe Henner - Groupe INSEEC - GSE - Hachette Filipacchi Associés - HSBC France - IBM France - IDRH - Institut Français de Gestion - Investors In Industry SA - JP Morgan - Kea & Partners - KPMG - L'Oréal - La Mondiale - La Poste - Lafarge - LVMH - Manpower - Mederic - Merck France - MEDEF - MTB - Novartis France - Oliver Wyman - Pernod Ricard - Plastic Omnium - Poclain Hydraulics - Pomona - PriceWaterhouseCoopers France - PSA Peugeot Citroën - Publicis Consultants - RATP - Rhodia - Rothschild & Cie Banque - Safran - Sanofi-Aventis - Schneider Electric - SCOR - SFR-Cegetel - SIA Conseil - Siemens France - SNCF - Société Générale - Sodexo - Somdiaa - Suez - Thales - Total - Troy et Associés - Unibail - Unigrains - Unilever France - UIMM - UIT - Vallourec - Veolia Environnement - Vinci - Wendel Investissement

Recent Publications

- **La taxe carbone : mythes ou réalité ? De la théorie à la pratique**
Commission Modernisation de la Fiscalité, Les Notes de l'Institut, juillet 2008
- **24 heures chrono – L'agenda des dirigeants**
Bruno Cahen, Les Notes de l'Institut, avril 2008
- **Faut-il avoir peur de la réduction de la dépense publique ?**
Actes du colloque organisé en septembre 2007 par l'Observatoire de la Dépense publique - janvier 2008
- **Réforme de la fiscalité du patrimoine : bilan et perspectives**
Commission Modernisation de la fiscalité - Les Notes de l'Institut, janvier 2008
- **Projet de loi de finances pour 2008 : un budget de transition ?**
Observatoire de la Dépense publique - novembre 2007
- **Impôt sur les sociétés : vademecum sur une réforme**
Commission Modernisation de la fiscalité - Les Notes de l'Institut, septembre 2007
- **L'agenda 2012 : 37 propositions pour une meilleure maîtrise de la dépense publique**
Observatoire de la Dépense publique - Les Notes de l'Institut, septembre 2007
- **Retraites : échapper à la guerre des générations**
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- **Pour en finir avec la dette : définir une voie de réforme de l'assurance maladie**
Emmanuel Roux - Les Notes de l'Institut, avril 2007
- **La France souffre-t-elle d'une mauvaise spécialisation industrielle ?**
Gilles Le Blanc pour Le Cercle de l'Industrie et l'Institut de l'entreprise - Les Notes de l'Institut, mars 2007
- **Fiscalité : quelles réformes pour 2007 ?**
Commission Modernisation de la fiscalité - Les Notes de l'Institut, mars 2007
- **C'est possible ! Voici comment... Lettre ouverte à notre prochain(e) président(e)**
L'Institut de l'entreprise, travaux coordonnés par Michel Pébereau et Bernard Spitz - Editions Robert Laffont, janvier 2007