# Post-defense form for the thesis in

## *Executive Doctorate in Business Administration*

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| *Name, surname, profession/function, company, age of the doctor* | *Vincent Mottet, Financial Director, Republic and Canton of Geneva, 42 years old* |
| *Thesis supervisor, date of defense, jury* | *Marc Bonnet, 10.07.2015; Marc Bonnet, Robert Cramer, Michel Kalika, Jean-Fabrice Lebraty, Jean Moscarola, Alain Vas* |
| *Thesis title* | *Tetranormalization and strategic management of territory: the case of the Greater Geneva Area* |
| *Problematic/research question* | *How to implement strategic environmental management in the Greater Geneva Area despite conflicting standards?* |
| *Methodology (number of interviews, surveys, etc.)* | *1 preliminary investigation " Environment", online, sent to 230 senior managers and executives, 20 interviews*<br><br>*1 qualimetric analysis of 10 cases / cross border projects* |
| *Literature (number of references; major theories and authors)* | *Number of references: 131*<br><br>*Socio-economic theory: Savall and Zardet, Bonnet*<br><br>*Theory of tetranormalization: Savall and Zardet*<br><br>*Intervention-research/action-research: Lewin, Argyris*<br><br>*Theory of organizational learning: Argyris, Piaget* |
| *Results* | *The qualimetric analysis (qualitative, quantitative, financial) of 10 cross-border cases, in terms of double-loop learning engineering, brings out long-term gains: enhancement of quality of life and of the environment, reduction in polluting emissions, improvement of biological indicators, increase in traffic fluidity, reduction of travel time, financial gains ranging from several tens to several hundreds of million Swiss Francs.*<br><br>*The hidden costs generated by the inconsistency of normative systems can be recycled into higher environmental performance through self-financing.* |
| *Conceptual* | *Qualimetric dashboard, i.e. the synthesis of 10 cases studied, in the form of* |

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| *implications* | *socioeconomic balance* |
| | *Contribution to the theory of tetranormalization and research on territory and managements sciences* |
| *Managerial implications* | *Strategic dashboard for integration, i.e. an "anti-tetranormalization" decision-making tool* |
| | *Learning by doing* |
| | *Identifying dysfunctions and hidden costs with the aim of a superior performance* |