



MARKETING

Virginie THEVENIN

Associate Professor of Marketing ? Head of the "Marketing & Meaning" Research Axis

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Biography

Virginie Thevenin is an Associate Professor of Marketing at IPAG Business School, where she heads the Master's in Marketing & Digital (Grande École programme) and leads the Marketing & Sense research axis.

She holds a PhD in Marketing from Université Aix-Marseille (2020) and a Master's in Marketing and Communication from ESCP Business School (2000).

Before turning to academia, she built over fifteen years of professional expertise in leading international corporations such as PepsiCo, where she held senior positions including Marketing Director, Brand Manager and Category Manager. She also founded her own marketing strategy consultancy, combining entrepreneurial vision with hands-on operational experience.

On the academic side, she has taught marketing at several prestigious institutions, including EDHEC Business School, Université Aix-Marseille and INSEEC, before joining IPAG. Her research focuses primarily on consumer behaviour, sustainability and branding. Her work has been presented at major international conferences, including those of the Association Française du Marketing (AFM), the European Marketing Academy (EMAC) and the American Marketing Association (AMA), and has been published in various academic journals.

She received the Marie-Dominique Hagelsteen Award from the ARPP (French Advertising Standards Authority) for her doctoral thesis, recognising her commitment to responsible advertising. She also published the teaching case Picard & les seniors with the CCMP, which was shortlisted for the AFM-CCMP Prize 2026, reflecting her ability to bridge academic research and real-world managerial challenges.

Education

2020: PhD in Management Sciences, Marketing Specialization, Aix-Marseille University

2016: MASTER Research (Management), IAE Nice

2000: MASTER Marketing and Communication ESCP Europe Business School

Teaching Areas

- Consumer behaviour
 - Marketing strategy
 - Mix Marketing
 - Distribution
 - Luxury
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Research Areas

- Brand
 - Consumer behaviour
 - Ecology
 - Communication
 - Luxury
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Professional experiences

- Since 2016 – BLUE CONSEIL – Independent Consultant
Providing strategic and operational marketing consulting to companies such as Naval Group, Dyzao, Théâtre de Grasse, among others. Conducting market research, marketing strategy development, training, and hands-on implementation.
- 2008-2015 – REMINISCENCE – Marketing Director (Jewelry & Fragrance)
Led marketing strategy across France, Italy, and international markets. Managed budgets, developed sales tools, and implemented a CRM plan (+20% customer base). Oversaw brand identity, merchandising, and retail concept development. Responsible for marketing activities in Sephora, Nocibé, and Printemps, including negotiations, trade

marketing, and promotional campaigns.

- 2004-2007 – PEPSICO France – Category Manager (Beverages, Juices & Savory Products)
Defined category strategies and strategic plans for Auchan, Carrefour, Leclerc, and Géant. Developed merchandising strategies and led commercial team training. Negotiated central agreements on merchandising, assortment, and trade marketing.
 - 2001-2004 – PEPSICO France – Brand Group Manager for LAYS
Managed brand budgets and executed marketing plans, including media, PR, and promotions. Led product development (packaging, pricing, and launches) in collaboration with internal and external stakeholders.
 - 1999-2000 – HENKEL France – Product Manager
Handled promotional budget and repositioned the Mini Mir product range.
 - 1998 – LANCEL Paris – Junior Product Manager (Leather Goods)
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Selected publications

- Thevenin, V. (2025). Contribution: When logistics becomes meaningful: towards sustainable differentiation of customer experience. *Questions de Management*, 2025/3(55), 243-246. FNEGE 4
- Dumas, D, Thevenin, V., & de Barnier, V. (2025). The motivations of luxury e-shoppers: from need for status from need for cognition, *Question(s) de Management*, 53(1), 15-26. FNEGE 4
- Thevenin, V., & de Barnier, V. (2022). Luxury brand and ecological brand, congruence or dissonance? A comparative semiotic approach through consumption value. *Management & Avenir*, 129(3), 57-78. DOI: 10.3917/mav.129.0057. FNEGE 3

Conference Presentations with Proceedings and Peer Review

- Dumas, D, Thevenin, V., & de Barnier, V. (2026) "Stocks, stress and strategy: how consumers cope across cultures" AMA Global SNICE 2026 Conference May 27 to 29, Nice (accepted)
- Masè S. et Thevenin, V., (2026) " From Marginal to Mainstream: Institutional Entrepreneurship and Ideological Narratives in Plant-Based Adoption " AMA Global Conference May 27 to 29, Nice (accepted)
- Thevenin, V., McDonald, J., & Masè, S. (2025). The Future of Food Consumption among French Generation Z in the Post-COVID-19 Era: Harmonizing Well-Being and Pleasure, AMS Conference, July 1-4, Dijon, France.
- Thevenin, V., & de Barnier, V. (2024). Towards regenerative sustainable tourism: The perception of tourism by residents of French Polynesia seeking well-being”, IRMBAM 2024, July 4-5, Nice, France.
- Masè, S., McDonald, J., & Thevenin, V. (2024). Taste of tomorrow: unravelling gen Zs evolving food preferences in post-COVID, IRMBAM 2024, July 4-5, Nice, France.
- Masè, S., & Thevenin, V. (2023). From Veganuary to Veganism: consumption profiles for a lifestyle phenomenon, IRMBAM, July 6-7, Nice, France.
- Thevenin, V., & de Barnier, V. (2022). Sustainable luxury brands: perceptions and motivations, IRMBAM, July 7-9, Nice, France.

- Thevenin, V., Muller, D., Messelmani, S., & de Barnier, V. (2021). Confined luxury and resilience of affluent consumers in the face of the COVID-19 crisis: A semiotic analysis, AUS-Chalhoub Symposium on Luxury Marketing & Branding (online).
- Thevenin, V., & de Barnier, V. (2021). A Semiotic Analysis of Luxury Brand and Sustainability: An Impossible Love? EMAC (European Marketing Academy Conference), May 19-21, Madrid, Spain.
- Thevenin, V., Achabou, M.A., & Masè, S. (2025). Self-awareness, animal welfare, and sustainability: An analysis of food representations and practices in France, AFM Conference, May 13-15, Lille, France.
- Thevenin, V., & de Barnier, V. (2019). What values for luxury brands engaged in ecology? AFM Congress, May 5-7, Biarritz, France.
- Thevenin, V., & de Barnier, V. (2019). Does the ecological attribute increase perceived brand value?;, ADERSE Conference, March 28-29, Aix-en-Provence.
- Thevenin, V. (2019). The ecological attribute, what value for brands? La Londe Doctoral Conference, June 4-6, France.
- Thevenin, V. (2018). Does the ecological attribute sell? Grand Est Marketing Research Day, March 23, Mons, Belgium.
- Thevenin, V. (2018). The ecological signal effect on brand equity perception, International Marketing Trends Conference, January 19, Paris, France.

Case study:

- Thevenin, V., & Delmas, S. Picard & Seniors Case study submitted to the Central Case and Teaching Media (CCMP, ref M2289). Teaching case on marketing strategies for seniors and adapting offerings to demographic and societal changes

Media Intervention: "Entendez-vous" program, France Culture Radio, January 31, 2024. Title: The great houses still shine: Between synthetic diamonds and the eternal image of diamonds. Expertise on sustainable marketing strategies of luxury brands in jewelry

Guest Editor (Special Issue Editor), Journal of Strategic Marketing, Digital and sustainability: how can technological innovation impact the marketing transition? (ongoing) ABS 2
