

# Bertrand V. Quélin

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## BACKGROUND

### EDUCATION

- 1992: Post-Doctoral Research Certificate in Economics (Habilitation à Diriger des Recherches – HDR).
- 1988: Doctorate in Economics (*Ph.D.*), University of Paris-Nord.  
Dissertation Title: Changement technologique et diffusion des innovations (transl.: *Technological Change and Innovation Diffusion*).
- 1983: D.E.A. (*Master graduate*) in International Finance and Economics, University of Paris-Nord.  
Master Thesis Title: La diffusion des innovations (transl.: *The Diffusion of Innovations*).
- 1982: Maîtrise (*Bachelor degree*) in Economics, University of Rennes.

### EMPLOYMENT

- 2005–present: Full Professor with Tenure – HEC Paris – Strategy and Business Policy Department.
- 2013–2015: Strategy Department Chair.
- 2006–2012: Academic Director – HEC Master of Science in Strategic Management.
- 1999–2005: Associate Dean – HEC Ph.D. Program.
- 2002–2005: Invited Member to the Executive Committee – HEC Paris.
- 1994–1998: Co-Scientific Director of Mastère Spécialisé in Strategic Management – HEC Paris.
- Executive Education Program Director:
  - 1994–2004: "Strategy and Implementation".
  - 2001–2006: CESA "Management Général Avancé".
- Scientific Director:
  - 2012–2013: HEC e-MBA Major in Digital and Telecom Businesses.
  - 2001–2002: HEC Outsourcing Club (12 companies).
  - 2000–2001: HEC 3G Club – Rethinking Telecommunications (15 companies).
- Main courses:
  - Strategic Management (graduate).
  - Industrial Organization Economics (graduate).
  - Economics and Organization (Ph.D. seminar).
  - The Economic Theories of the Firm and Organization (Ph.D. seminar).
  - The Fragmentation of the Firm (MBA elective).

### SERVICE

#### Service at HEC Paris

- \* 2013–2015: Strategy Department Chair.
- \* 2009–2011: Elected faculty member – HEC Promotion and Tenure Committee.
- \* 2007–2009: Elected faculty member – HEC Promotion and Tenure Committee.
- \* 2006–2009: HEC member of the Scientific Committee – École Doctorale *Organization science*.
- \* 1999–2005: Associate Dean – HEC Ph.D. Program.
- \* 1998–2003: Member of the HEC Research Committee.

#### External Service

- \* 2013–2015: Foreign Member of the National Scientific Qualification Committee – Italian Ministry of Education.
- \* 2007–2013: *Strategic Management Society* – Evaluation Committee Member for the Annual SMS Best Paper.
- \* 2012: University of Lausanne – HEC Lausanne (Switzerland) – Master in Strategy – Assessment Committee Member.

- \* 2006–2007: *Association Internationale de Management Stratégique (AIMS)* – President – (2005–06: President–elect ; 2007–08: past–President).
- \* 2002–2003: *Association Internationale de Management Stratégique (AIMS)* – Scientific Committee – President – (2001–02: President–elect ; 2003–04: past–President).
- \* 2000–2005: HEC representative to the *European Doctoral Programmes Association in Management and Business Administration (EDAMBA)*.

## VISITING PROFESSOR POSITIONS

- July 2013: FGV/EBAPE (Rio de Janeiro – Brazil) – Ph.D. Seminar.
- April-May 2013: Politecnico di Milano (Italy) – Ph.D. Seminar. – Spring.
- Sept.-Dec. 2012: Insper (São Paulo – Brazil) – Seminars and Lectures – Fall.
- June 2012 & 2013: Strategy Course – Master (in English) – SSE in Riga – Riga (Latvia).
- May 2011: Strategy Course – Executive MBA (in English) – UFRGS – Caxias (Brazil).
- Winter 2007: Strategy Course – Executive MBA – HEC Lausanne (Switzerland).
- Spring 2006:
  - Strategy & Organization Course – Master level – Bocconi University (Italy).
  - Industrial Organization Course – MBA level – Politecnico di Milano (Italy).
  - Cooperative Strategies – MBA – HEC Lausanne (Switzerland).
- Summer 2005: Visiting Research Scholar – University of California – Berkeley (USA).
- Spring 2005: Corporate Strategy Course – Executive MBA (in English) – CFVG – Hanoi (Vietnam).
- May 2003: Strategy Course – Executive MBA in English – UFRGS & Claro Digital – São Paulo (Brazil).
- 1996–1997: Visiting Research Scholar – Full academic year – University of California – Berkeley (USA).

## PAST PROFESSIONAL EXPERIENCE

### Academic

- \* 1992–2004: Associate Professor with Tenure – HEC Paris – Strategy and Business Policy Department.
- \* 1996–1997: Visiting Research Scholar – University of California – Berkeley.
- \* 1989–1992: Assistant Professor – HEC Paris – Strategy and Business Policy Department.
- \* 1989–1990: Visiting Associate Professor – Telecom Paris (ENST) – Paris.
- \* 1984–1988: Visiting Assistant Professor – Department of Economics – University of Paris–North.
- \* 1983–1986: Young Research Fellow – French Ministry of Research.

### Non Academic

- 1986–1988: Head of the International Economic Studies Group – Orange/France Telecom, Paris.
- 1984–1986: Expert – Program E.P.O.S. – European Economic Community, Commission, D.G. V, Brussels.

## PUBLICATIONS

### PUBLICATIONS — *Articles in Peer-Reviewed Journals*

- 2013: “Outsourcing Failure and Reintegration: The Influence of Contractual and External Factors Original” – *Long Range Planning*, In Press, Corrected Proof, Available online 26 September 2013 (with Cabral S. & Maia W.). [doi.org/10.1016/j.lrp.2013.08.005](https://doi.org/10.1016/j.lrp.2013.08.005)
- 2013: “Decentralization and Contracting Out: A new Pattern for Internal and external Boundaries of the Firm” – *European Management Journal* – 31(6): 602–612 (with Chanson G.). [doi.org/10.1016/j.emj.2013.02.002](https://doi.org/10.1016/j.emj.2013.02.002)
- 2013: “International Expansion, Diversification and Regulated Firm Nonmarket Strategy”, *Managerial and Decision Economics* – 34(6): 379–396 (with Bonardi J.–Ph. and Urbiztondo S.). DOI: [10.1002/mde.2598](https://doi.org/10.1002/mde.2598)
- 2012: “Creating and Capturing Value in Public–Private Ties: A Private Actor’s Perspective”, *Academy of Management Review*, 2012, 37(2): 272–299, April. (with Kivleniece I.). doi: [10.5465/amr.2011.0004](https://doi.org/10.5465/amr.2011.0004)
- 2012: “An empirical investigation of interorganizational opportunism and contracting mechanisms”, *Strategic Organization*, 2012, 10(1): 55–84. (with Lumineau F.). doi: [10.1177/1476127011434798](https://doi.org/10.1177/1476127011434798)
- 2011: “Personal network and knowledge transfer in inter–organizational networks”, *Journal of Small Business and Enterprise Development*, 2011, 18(2): 278–297, (with Rejeb, N. and Mezghani, L.). DOI: [10.1108/14626001111127070](https://doi.org/10.1108/14626001111127070)
- 2010: “Real Options and Strategic Investment Decisions: Can They Be of Use to Scholars?”, *Academy of Management Perspectives*, 2010, 24(2): 65–78. (with Krychowski C.).
- 2009: “The political economy of international regulatory convergence in public utilities”, *International Journal of Management and Network Economics*, 2009, 2(1): 232–256. (with Bonardi J.–P. and Urbiztondo S.).
- 2007: “L’externalisation : de l’opérationnel au stratégique”, (transl.: *Outsourcing : from the operational to the strategic level*), *Revue Française de Gestion*, 2007, 177: 113–128. DOI [10.3166/rfg.177.113-128](https://doi.org/10.3166/rfg.177.113-128)
- 2006: “Complexity of Outsourcing Contracts and ex post Transaction Costs: An Empirical Investigation.”, *Journal of Management Studies*, 2006, 43(8): 1775–1797 (with Barthélemy J.). DOI: [10.1111/j.1467-6486.2006.00658.x](https://doi.org/10.1111/j.1467-6486.2006.00658.x)

- 2006: "Innovation, New Market and Governance Choices of Entry: The Internet Brokerage Market Case." *Industry and Innovation*, 2006, 13(2): 173–187, June (with Claude–Gaudillat V.).
- 2004: "La régulation nationale des télécommunications : Une lecture économique néo-institutionnelle", (trad. : *National Regulation of Telecommunications: A new Institutional Approach*), *Revue Française d'Administration Publique*, 2004, 109: 65–77 (with Riccardi D.).
- 2004: "Nouvelles compétences et modes d'accès : L'exemple du courtage en ligne", (trad. : *New Capabilities and Access to Competencies: The e-Brokerage Case*), *Revue Française de Gestion*, 2004, 149: 133–151 (with Claude–Gaudillat V.).
- 2003: "Bringing Together Strategic Outsourcing and Corporate Strategy: Motives for outsourcing and the risks involved", *European Management Journal*, 2003, 21(5): 647–661 (with Duhamel F.). [doi.org/10.1016/S0263-2373\(03\)00113-0](https://doi.org/10.1016/S0263-2373(03)00113-0)
- 2003: "Externalisation stratégique et partenariat: de la firme patrimoniale à la firme contractuelle ?" (transl.: *Strategic outsourcing and partnerships: from the Patrimonial to Contractual Firm?*). *Revue Française de Gestion*, 2003, 144: 13–26.
- 2001: "Network Technology Standardization: Market vs Inter-firm Cooperation." *Journal of Economic Surveys*, 2001, 14(4): 543–569 (with Abdessemed T., Bonardi J.–Ph. and Durand R.). DOI: [10.1111/1467-6419.00148](https://doi.org/10.1111/1467-6419.00148)
- 2001: "The Changing Landscape of the European Financial Services Sector." *Long Range Planning*, 2001, 24(2): 179–207 (with Flier B., van den Bosch F.A.J., Volberda H.W., Carnevale C.A., Tomkin N., Melin L., Kriger M.P.). [doi.org/10.1016/S0024-6301\(01\)00029-2](https://doi.org/10.1016/S0024-6301(01)00029-2)
- 2001: "Resource Creation and Partnership in R&D Consortia." *Journal of High Technology Management Research*, 2001, 12: 113–138 (with Mothe C.). [doi.org/10.1016/S1047-8310\(00\)00042-0](https://doi.org/10.1016/S1047-8310(00)00042-0)
- 2000: "Creating competencies through collaboration: The case of EUREKA R&D consortia." *European Management Journal*, 2000, 18(6): 590–604 (with Mothe C.). [doi.org/10.1016/S0263-2373\(00\)00052-9](https://doi.org/10.1016/S0263-2373(00)00052-9)
- 2000: "Core Competencies, R&D Management and Partnerships." *European Management Journal*, 2000, 18(5): 476–487. [doi.org/10.1016/S0263-2373\(00\)00037-2](https://doi.org/10.1016/S0263-2373(00)00037-2)
- 1999: "Creating New Resources through European R&D Partnerships." *Technology Analysis and Strategic Management*, 1999, 11(1): 605–617 (with Mothe C.). DOI: [10.1080/095373299107564](https://doi.org/10.1080/095373299107564)
- 1998: "Les variables stratégiques de la compétition technologique : une représentation en trois plans." (transl.: *The Strategic Factors of the Technological Competition*). *Revue Française de Gestion*, 1998, pp.30–45 (with Durand R., Bonardi J.–P. and Abdessemed T.).
- 1997: "L'outsourcing : une approche par la théorie des coûts de transaction." (transl.: *Outsourcing: A Transaction Cost Analysis*), *Réseaux*, 1997, 84: 67–92.
- 1997: "L'économie des coûts de transaction: un bilan des études empiriques sur l'intégration verticale." (transl.: *Transaction Cost Theory: A Survey of Empirical Studies on Vertical Integration*). *Revue d'Economie Politique*, 1997, 107(2): 145–181 (with Cœurderoy R.).
- 1996: "Asset Specificity and Organizational Arrangements: The Case of New Communication Services Market." *Industrial and Corporate Change*, 1996, 5(4): 1205–1230 (with Brousseau E.). [doi: 10.1093/icc/5.4.1205](https://doi.org/10.1093/icc/5.4.1205)
- 1995: "Regulation and Transaction Costs in Telecommunications: A Research Agenda." *Telecommunications Policy*, 1995, 19(6): 487–500 (with Ghertman M.). [doi.org/10.1016/0308-5961\(95\)00026-3](https://doi.org/10.1016/0308-5961(95)00026-3)
- 1994: "The Hybrid Forms of Governance Structure: The Case of the Telecommunications Equipment Industry." *Research Policy*, 1994, 23(4): 395–412 (with Garrette B.). [doi.org/10.1016/0048-7333\(94\)90004-3](https://doi.org/10.1016/0048-7333(94)90004-3)
- 1993: "Réglementation internationale et avantages concurrentiels." (transl.: *International Regulation and Competitive Advantage*), *Annales des Mines–Gérer et Comprendre*, 1993, pp.85–94 (with Détrie J.–P.).
- 1992: "User's Knowledge as a Specific Asset: The Case of the Value Added Services." *Journal of Information Technology*, 1992, 7: 233–243 (with Brousseau E.).
- 1992: "Trajectoires technologiques et diffusion de l'innovation: l'exemple des équipements de télécommunications." (transl.: *Technological Trajectories and Innovation Diffusion*) – *Revue d'Economie Industrielle*, 1992, 59: 132–153.
- 1992: "Stratégies concurrentielles et différenciation." (transl.: *Competition and Product Differentiation*). *Problèmes Economiques*, 1992, #2264: 1–7 (with Blanc G. and Dussauge P.).
- 1991: "Stratégies de coopération et formation d'un marché: les nouveaux services de télécommunications." (transl.: *Strategic Alliances and the Creation of a New Service Market*). *Revue d'Economie Industrielle*, 1991, 56: 71–100 (with Brousseau E.).
- 1985: "Changement technique et diffusion des innovations." (transl.: *Technological Change and Innovation Diffusion*). *Revue d'Economie Industrielle*, 1985, 32: 119–125.
- 1985: "Empleo y nuevas tecnologías." (transl.: *Employment and New Technologies*). *Ekonomiaz*, 1985, 1: 159–168 (in spanish). [http://www1.euskadi.net/ekonomiaz/taula4\\_i.apl?REG=9](http://www1.euskadi.net/ekonomiaz/taula4_i.apl?REG=9)

## PUBLICATIONS — Book

- 2002: *Les Frontières de la Firma* (transl.: *The Frontiers of the firm and Transaction Cost Economics*), Coll. Gestion, Economica, 2002.

## PUBLICATIONS — *Collective Books*

2013: *Stratégie, Structure, Décision, Identité*.

Edited by Strategor (collective name for members of HEC Strategy and Business Policy Department). Paris: Vuibert, 2013, 6th edition. Translated in Spanish, Portuguese and Polish.

2004: Mezghani L., Quélin B. (éds), *Perspectives en management stratégique* (vol. 10). Paris : Coll. AIMS, EMS, 2004.

2000: Quélin B., Arrègle J.-L. (eds), *Le management stratégique des compétences* (transl.: *The Strategic Management of Competencies*). Paris: Coll. HEC, Ellipses, 2000.

## PUBLICATIONS — *Book Chapters*

2009: "Does Regulation Impact the Entry in a Mature Regulated Industry? An Econometric Analysis of MVNOs". in P. Curwen, J. Haucap and B. Preissl (eds.), *Telecommunication Markets: Drivers and Impediments*, Springer Physica-Verlag HD, 2009, p.283–305 (with Riccardi D. & Ciriani S.).

2009: « Outsourcing, Offshoring : des modèles d'affaires bouleversés », HEC Paris, *L'Art du Management*, 2009, Ch. 4, pp.31–35, Dunod.

2008: "L'analyse fondée sur les ressources et les compétences ». in G. Schmidt (Ed.) (2008), *Le Managements-Fondements et renouvellements*, EMS, Paris, pp. 29–41

2009: "Oliver Eaton Williamson – L'organisation : Un choix stratégique fondamental" in T. Loilier, A. Tellier (Eds) (2007), *Les grands auteurs en stratégie*, EMS, Paris, 15 p.

2003: "Externalisation stratégique et création de valeur" in *L'entreprise élargie : de nouvelles formes d'organisation*, F. Moreau et Afplane (Eds.), INSEP Consulting Ed., 2003.

2003: "Dynamic Competition and Development of New Competencies: The Case of the Internet Consulting Industry." in *Research in Management Consulting Series*, A. F. Buono, (Ed.). 2003: 137–166 (with Claude-Gaudillat V.).

2002: "L'approche fondée sur les ressources " in *Stratégies, Actualités et Futurs de la recherche*, A.Ch. Martinet et R.A. Thiétart (Eds.). Vuibert, Paris: 2002, 273–288 (with Arrègle J.-L.).

2000: "Linking Competencies, Sustainable Competitive Advantage, and Performance: An Empirical Investigation." in *Advances in Applied Business Strategy— research in Competence-Based Management*. Edited by R. Sanchez and A. Heene. London: JAI Press, 2000, Vol. 6 (C) (with Durand R.).

2000: "L'approche 'Resource-Based View' à la croisée des chemins." (transl.: *Resource-Based View: What's going on?*). in *Le management stratégique des compétences* (transl.: *The Management of Strategic Competencies*). Edited by B. Quélin, J.-L. Arrègle. Paris: Coll. HEC, Ellipses, 2000: 19–53.

1999: "Contribution de la théorie des ressources à une théorie évolutionniste de la firme." in *Approches évolutionnistes de la firme et de l'industrie* (transl.: *New Trends in Evolutionary Economics of The Firm*). Edited by M. Basle, R. Delorme, J.L. Lemoigne and B. Paulre. Paris: L'Harmattan, 1999: 45–76 (with Durand R.).

1998: "Regulatory Body, Rent-Seeking and Market Activities: the Case of Telecommunications in Europe." in *The Limits of Government*. Edited by G. Eliasson and N. Karlson. Stockholm: City University Press, 1998: 133–180, (with Bonardi J.-Ph.).

1998: "Learning more by learning together." in *Global Business*. Edited by Financial Times. London: Pitman Publishing, 1998: 86–90.

1998: "How Firms Benefit From Collaborating Within R&D Consortia." in *Managing Strategically in an Interconnected World*, 1997 SMS Best Paper Proceedings. Edited by M. Hitt, J. Ricart and R. Nixon. New York: John Wiley, 1998: 321–348 (with C. Mothe).

1998: "Cooperative R&D and Competence Building." in *Strategic Flexibility: Managing in a Turbulent Economy*. Edited by G. Hamel, C.K. Prahalad, H. Thomas and D. O'Neal. New York: John Wiley, 1998: 29–49 (with C. Mothe).

1998: "La théorie des coûts de transaction : fondements théoriques et applications managériales." in *Repenser la stratégie : Fondements et Perspectives* (transl.: *Rethinking the Strategic Management*). Edited by H. Laroche and J.-P. Nioche. Paris: Vuibert, 1998: 26–60 (with R. Coeurderoy).

1997: "Appropriability and the Creation of New Capabilities Through Strategic Alliances." in *Strategic Learning and Knowledge Management*. Edited by R. Sanchez and A. Heene. New York: Wiley, 1997, ch. 8, 139–160.

1996: "Intégration de compétences et formes organisationnelles." (transl.: *Competence Combination and Organizational Forms*). in *Les Alliances stratégiques dans les technologies de l'information* (transl.: *Strategic Alliances in Information Technologies*). Edited by A. Mouline. Paris: Economica, 1996, ch. 2, 37–98.

1996: "Coopération inter-entreprises et création de ressources." (transl.: *Inter-firm Cooperation and the Creation of Resources*). in *Coopération entre les firmes et organisation industrielle* (transl.: *Inter-firm Cooperation and Industrial Organization*). Edited by J.-L. Ravix. Paris: Editions du CNRS, 1996, ch. 4, 111–139.

1996: "Dynamique concurrentielle et globalisation." (transl.: *Competitive Dynamics and Globalization*). in *Mutations des Télécommunications, des industries et des marchés* (transl.: *Telecommunication Businesses and Market Restructuration*). Edited by E. Brousseau, P. Petit and D. Phan. Paris: Economica, 1996, ch. XI, 431–455.

- 1993: "Politique publique, innovation, réglementation: le cas des télécommunications." (transl.: *Public Policy, Innovation and Regulation in the French Telecommunications Industry*). in *Innovation, Déréglementation et Concurrence dans les Télécommunications* (transl.: *Innovation, Deregulation and Competition*). Edited by L. Benzoni and J. Hausman. Paris: Eyrolles, 1993, ch. 3.1, 183–230.
- 1992: "Les stratégies d'alliance des firmes d'équipements de télécommunication." (transl.: *Strategic Alliances in the Telecommunication Equipment Industry*). in *Perspectives en Management Stratégique*. Edited by A. Noël. Paris: Economica, 1992, ch. 11, 329–362 (with B. Garrette).
- 1991: "L'économie de la diffusion des innovations." (transl.: *The Economics of Innovation Diffusion*). in *Beiträge zur Ökonomie der Innovation*. Edited by W. Clement. Wien: Verlag Austria Press, Industriewissenschaftliches Institut, 1991, 67–121.
- 1988: "La diffusion des innovations: une analyse inter-sectorielle." (transl.: *Innovation Diffusion: a Cross-Industry Analysis*). in *Traité d'Economie Industrielle* (transl.: *Industrial Organization: A Treatise*). Edited by R. Arena, L. Benzoni, J. De Bandt and P.M. Romani. Paris: Economica, 1988, ch. 8.4, 668–681, (2nd edition in 1992).
- 1988: "La concurrence oligopolistique: dynamique et instabilité." (transl.: *Oligopolistic Competition: Dynamics and Instability*). in *Traité d'Economie Industrielle* (transl.: *Industrial Organization: A Treatise*). Edited by R. Arena, L. Benzoni, J. De Bandt and P.M. Romani. Paris: Economica, 1988, ch. 6.2, 478–501, (2nd edition in 1992) (with Benzoni L.).

### **PUBLICATIONS — *Papers in Progress***

- ◆ "Organizational Choice and Partnership Longevity in Public-Private Ties: The Case of the Global Water Industry", Working paper (with Kivleniece I.).
- ◆ "Under the Crossfire: Political Ambivalence, Social Activism and Value Outcomes in the French Water Industry", Working paper (with Kivleniece I.).
- ◆ "Navigating through Multi-Level Uncertainty: The role of Individual Resources and Resources Portfolios", Working paper (with Philippe D.).
- ◆ "Personal networks and resource spillovers in inter-organizational networks", Working paper (with Khachlouf N.).
- ◆ "Regulation, Multinational Firms & Performance: the European Telecommunications Mobile Industry", Working paper (with Bonardi J-Ph. and Urbiztondo, S.).
- ◆ "Mode of Entry into a New Market: Does the timing of Entry and/or Effect of Innovation on Competencies Matter?", Working paper (with Claude-Gaudillat V.).

### **PUBLICATIONS — *Refereed Publications in Proceedings***

- 1995: "Competence of the Firm and Strategic Alliances: Creation of New Capabilities and Appropriability." Proceedings of the *Third International Workshop on Competence-Based Competition*, Strategic Management Society, Ghent (Belgium), November 16–18, 1995.
- 1995: "La spécificité des compétences de la firme: une perspective évolutionniste." (transl.: *Competence Specificity of the Firm: an Evolutionary Perspective*) in *La connaissance dans la dynamique des organisations productives* (transl.: *Knowledge in the Dynamics of Organizations*). Aix-en-Provence: Proceedings of the International Conference, September 4–5, 1995.
- 1993: "Transaction Costs and European Regulation." in *International Business and Europe After 1992*. Edited by the European International Business Association. Lisbon: Published Proceedings of the 19th Annual Conference, 1993, 115–142 (with M. Ghertman).

### **PUBLICATIONS — *Newspapers, Radio & TV Channels***

- 2010: La Chaîne Parlementaire – TV Show 'Ça Vous Regarde' – Business mondial : la France fait-elle encore le poids ? – avec : Bernard Carayon, Liêm Hoang Ngoc, Bertrand Quélin, Thierry d'Arbonneau – 26/05/2010. <http://www.lcpan.fr/Business-mondial-la-France-fait-03230.html>
- 2008: «Etre obnubilé par la réduction des coûts est dangereux», *Le Nouvel Economiste*, 11 septembre 2008.
- 2009: «Il n'y a pas de martingale», *Libération*, (interview), 17 avril 2009.
- 2005: "Les services partagés : Culture du changement et performance", *Les Echos*, 01 décembre 2005, L'art du Management 8/10, p.7–9.
- 2004: "Outsourcing et Offshoring : des modèles d'affaires bouleversés", *Les Echos*, 15 septembre 2004, L'art du Management 1/10, p.6.
- 2002: "Externalisation : Logique de compétences et logique financière sont liées" (transl.: *Strategic Outsourcing: Linking Competence-based and Financial Strategies*), *Echanges – Revue DFCG – n° 194*, December 2002 (avec François Duhamel). Repris dans *Problèmes économiques*, n° 2–799, March 5 ; 2003.
- 2002: "Les nouvelles règles de l'externalisation", *Hommes et Commerce*, Juillet/Août 2002.
- 2001: "L'entreprise sans usines n'existe pas", *Le Nouvel Economiste*, Juillet 2001.
- 2000: "La 'externalización' estratégica: ventajas y riesgos para la empresa" (transl.: *Strategic Outsourcing*), in *Ejecutivo*, December 2000.

- 2008: "Externalisation stratégique et management des compétences : quels risques ?" (transl.: *Strategic Outsourcing: Managing Risks*), in Les Echos, December 6, 2000 (with Jérôme Barthélemy).
- 1999: "L'externalisation", (transl.: *Outsourcing*), interview in Le Figaro, 22 February 1999.
- 1998: "R&D : apprendre plus en apprenant ensemble." in Les Echos, L'art de l'entreprise globale 'La galaxie technologique' Series, Part 3/10, 25–26 September 1998, p.II–III (in French).
- 1998: "Aprendendo em equipe, aprende-se mais." in Gazeta Mercantil, FT Mastering 'Global Business' Series, Part 4/10, 28 Julho 1998, p.3–5 (in Portuguese).
- 1998: "Learning More by Learning Together." in The Financial Times, *Techno-World*, Mastering 'Global Business' Series, Part 3, February 1998, p.6–8.

## UNPUBLISHED WORKING PAPERS

- "Inter-Organizational Communities of Practice: Specificities and Stakes", Working paper, HEC, n° 857/2006 (with Moingeon B., Dalsace F., and Lumineau F.).
- "Innovation, New Market and Governance Choices of Entry: The Internet Brokerage Market Case." Working paper HEC, #805/2004 (with Claude-Gaudillat V.).
- "From Rent-Seeking Activities to Economic Activities: The Strategic Transformation of the Deregulated Firm", Working paper HEC, #649/1998 (with Bonardi J.-Ph.).
- "R&D Consortia and The Creation of New Competences", CCC Working Paper, University of California, Berkeley, #96–6, January 1997, 36 p. (with Mothe C.).
- "Les analyses de la filière: bilan et perspectives" (transl.: *The Analysis of the Industrial Business Chains and Business Clusters*), Working paper, #483/1993.

## PAPERS PRESENTED AT CONFERENCES

- ♦ 2013: Strategic Management Society (SMS) Conference – October – Atlanta (USA). (with I. Kivleniece; with S. Lazzarini and S. Cabral).
- ♦ 2013: Academy of International Business (AIB) – Istanbul (Turkey) – June 28–30th. (with S. Cabral, S. Lazzarini and I. Kivleniece).
- ♦ 2013: International Society for the New Institutional Economics (ISNIE) – June – Florence (It.) (with S. Cabral, S. Lazzarini and I. Kivleniece).
- ♦ 2012: Strategic Management Society (SMS) Conference – October – Prague – Czech Republic. (with D. Philippe).
- ♦ 2012: Academy of Management (AOM) – August – Boston – USA. (with I. Kivleniece).
- ♦ 2012: International Society for the New Institutional Economics (ISNIE) – June – USC Los Angeles (USA). (with I. Kivleniece).
- ♦ 2011: Strategic Management Society (SMS) Conference – October – Miami – USA. (with I. Kivleniece).
- ♦ 2011: Academy of Management (AOM) – August – San Antonio – USA. (with N. Rejeb).
- ♦ 2011: International Society for the New Institutional Economics (ISNIE) – June – Palo Alto – USA. (with N. Rejeb).
- ♦ 2010: Strategic Management Society (SMS) Conference – September 2010 – Rome – Italy. (with N. Rejeb).
- ♦ 2010: Academy of Management (AOM) – 2010 – Montréal – Canada. (with I. Kivleniece).
- ♦ 2010: International Telecommunications Society (ITS) – 2010 – Tokyo – Japan. (with Bonardi J.-Ph. and Urbiztondo S.).
- ♦ 2010: Association Internationale de Management Stratégique (AIMS) – 2010 – juin 1–2rd – Luxembourg.
- ♦ 2009: Strategic Management Society (SMS) – October 10–15 – Washington – USA. (with D. Philippe).
- ♦ 2009: Ninth Annual Strategy and the Business Environment Conference at UCLA Anderson School of Management – March 6–7 – in Los Angeles – CA – USA.
- ♦ 2009: Academy of Management (AOM) – August 9–12<sup>th</sup> – Chicago – USA.
- ♦ 2009: Academy of International Business (AIB) – San Diego – June 28–30<sup>th</sup> – USA.
- ♦ 2009: International Society for the New Institutional Economics (ISNIE) – San Francisco – June 18–20<sup>th</sup> – USA.
- ♦ 2009: Academy of Management (AOM) – 2008 – Anaheim – CA – USA
- ♦ 2008: International Society for the New Institutional Economics (ISNIE) – Reykjavík – Iceland.
- ♦ 2009: Strategic Management Society (SMS) – Cologne – Germany.
- ♦ 2008: International Telecommunications Society (ITS) – Rome – Italy.
- ♦ 2007: International Telecommunications Society (ITS) – Istanbul – Turkey.
- ♦ 2006: ISNIE's 10th Annual Conference – September 2006 – Boulder (CO) – USA (with F. Lumineau).
- ♦ 2006: Academy of Management (AOM) – Atlanta (USA) – August 13–16<sup>th</sup> (with Ch. Krychowski)
- ♦ 2006: Academy of Management (AOM) – Atlanta (USA) – August 13–16<sup>th</sup> (with F. Lumineau)
- ♦ 2006: Academy of Management (AOM) – Atlanta (USA) – August 13–16<sup>th</sup> (with V. Claude-Gaudillat).
- ♦ 2006: 6<sup>th</sup> Annual European Academy of Management Conference (EURAM) – Oslo (Norway) – May 17–20<sup>th</sup> (with F. Lumineau).

- ♦ 2005: 25<sup>th</sup> Strategic Management Society (SMS) Conference – Orlando (USA) – October 23–26<sup>th</sup> (with V. Claude–Gaudillat).
- ♦ 2005: International Society for New Institutional Economics (ISNIE) Annual Conference – Barcelona (Spain) – September 22–24th (with D. Riccardi).
- ♦ 2005: Joint BPS and OMT Symposium – Annual Meeting of the Academy of Management (AOM) – Honolulu (Hawaii – USA) – August 8–10<sup>th</sup> (co–chairs: F. Dalsace – B. Moingeon (HEC) – Symposium participants: J. Nahapiet (LBS and Templeton College – Un. of Oxford) – J. Starns (George Washington Un.) – M. Sawhney (Kellogg School of Management – Northwestern Un.) – G. Lee (Un. of Florida)).
- ♦ 2005: 14<sup>th</sup> International Conference of Strategic Management (AIMS) – Angers – June 7–9th (with V. Claude–Gaudillat).
- ♦ 2005: 14<sup>th</sup> International Conference of Strategic Management (AIMS) – Angers – June 7–9 (with F. Duhamel).
- ♦ 2004: 24<sup>th</sup> Strategic Management Society (SMS) Conference – San Juan (Puerto Rico – USA) – November 1–3rd (with V. Claude–Gaudillat).
- ♦ 2004: Annual Meeting of Academy of Management (AOM) – New Orleans (USA) – August 6–11th (with V. Claude–Gaudillat).
- ♦ 2004: 13<sup>th</sup> International Conference of Strategic Management (AIMS) – Le Havre – June 1–4th.
- ♦ 2004: 4<sup>th</sup> Annual European Academy of Management Conference (EURAM) – St Andrews (Scotland) May 5–8th.
- ♦ 2004: International Conference on Research Methods – Academy of Management / ISEOR – Lyon – March 18–20th.
- ♦ 2003: Annual Meeting of the International Society for New Institutional Economics (ISNIE) – Budapest – September 11–13th – Hungary.
- ♦ 2002: 22nd Strategic Management Society (SMS) Conference – Paris – September 22–25th (with J. Barthélemy).
- ♦ 2002: 22nd Strategic Management Society (SMS) Conference – Paris – September 22–25th (with V. Claude–Gaudillat).
- ♦ 2002: 62<sup>th</sup> Academy of Management Conference (SMS) – Denver (USA) – August (with J. Barthélemy).
- ♦ 2000: Strategic Management Society Conference (SMS) – Vancouver (Can.) – September (with J. Barthélemy).
- ♦ 2000: 60<sup>th</sup> Academy of Management (AOM) Conference – Toronto (Can.) – August 5–9th (with J. Barthélemy).
- ♦ 1999: 59<sup>th</sup> Academy of Management (AOM) Conference – Chicago (USA) – (avec R. Durand).
- ♦ 2000: XIII Biennial Conference – International Telecommunications Society (ITS) – Buenos Aires (Argentina) – July 2–5th (with J.–Ph. Bonardi).
- ♦ 1998: 58th Academy of Management (AOM) Conference – San Diego (USA) – August 8–10th (with C. Mothe).
- ♦ 1998: 4th International Conference on Competence–Based Competition – Oslo (Norway) – June 18–20th (with R. Durand).
- ♦ 1998: Academy of Management (AOM) Conference – San Diego (USA) – August 8–10th.
- ♦ 1997: 14th Conference of the European Association of Law and Economics – Barcelona (Spain) – September 4–6th.
- ♦ 1997: 57th Annual Conference of Academy of Management (AOM) – Business Policy and Strategy Division – Boston (Mass. – USA) – August 8–13th.
- ♦ 1996: 11th Conference of the International Telecommunications Society (ITS) – Seville (Spain) – June 16–19th.
- ♦ 1996: 6th Conference of the International J.A. Schumpeter Society – Stockholm (Sweden) – June 3–5th.
- ♦ 1995: 15th Conference of the Strategic Management Society (SMS) on "Strategic Discovery" – Mexico City – Mexico – October 16–18th.
- ♦ 1992: Strategic Management Society (SMS) Conference – London (UK) – October.
- ♦ 1992: Ninth Conference of the International Telecommunications Society (ITS) – Nice–Sophia–Antipolis (Fr.) – June.
- ♦ 1991: Conference on "The Greening of Strategy" – Strategic Management Society (SMS) – Toronto (Can.) – October.
- ♦ 1989: Conference on "The Wave of Mergers – Acquisitions and Alliances" – Strategic Management Society (SMS) – Paris (Fr.) – June.

## BUSINESS CASES

- HEC Paris Case Study: Antalis, 2012.
  - Antalis–MAP (A): Merging to Manage Market Turbulence (in English with video).
  - Antalis–MAP (B): Merging and Post–acquisition Management (in English with video).
  - Antalis–MAP (A) : Fusionner et faire face aux turbulences (in French with video).

- Antalis–MAP (B) : Fusionner et réorganiser : Un management post–acquisition (in French with video).
- <http://www.ccmp.fr/collection-hec-paris/cas-antalis-map-a-merging-to-manage-market-turbulence>
- "Le leadership de Sony dans le secteur des jeux vidéo", 2005 – with N. Daidj (INT/SGES) – Groupe HEC, France (in French).
- "The Video Game Industry", 2002 – Groupe HEC, France (in French).
- "The Pay TV Industry", 2000 – Groupe HEC, France (in French).
- "The acquisition of Guilbert by PPR", 1999 – Groupe HEC, France (in French).
- "The Digital TV Industry in France: Competition and Market", 1998, Groupe HEC (in French).
- "Canal +", 1999, revised version. Centrale des Cas et des Medias Pédagogiques, Paris, France (in French).
- "The Carnaud–Metalbox Merger", 1996, revised version. Centrale des Cas et des Medias Pédagogiques, Paris, France (in French).
- "The AT&T–Philips Alliance", 1993. Groupe HEC, France (in French).
- "The Acquisition of Rorer Inc. by Rhone–Poulenc", 1992 – Groupe HEC, France (in French).
- "Canal +", 1991 – in *Cas de Stratégie*. Edited by P. Dussauge and B. Garrette. Paris: InterEditions.
- "The CGE–ITT Merger", 1991 – Groupe HEC, France (in French).

## PH.D. DISSERTATION – SUPERVISOR/ADVISOR

### Ph.D. Dissertation Supervisor

- 2012 – Ilze Kivleniece – «Public-private ties: Three essays on public-private boundary choices, governance tradeoffs and value implications ». This dissertation has been awarded by the HEC Foundation (Prix 2014 de thèse de doctorat HEC).
- 2011 – Nada Rejeb–Khachlouf – Université de Sfax (Tunisia) – « Réseau personnel et transfert des connaissances dans les réseaux inter–organisationnels », (co–Directeur : Lassâad Mezghani).
- 2009 – Delphine Riccardi – Doctorat HEC – « L'impact de la régulation économique sur l'entrée d'un investisseur privé dans une industrie de réseaux : Application aux services européens de communications mobiles ».
- 2008 – Fabrice Lumineau – Doctorat HEC – « Trois essais sur la Gouvernance Contractuelle en Situation d'Opportunisme Inter–Organisationnel ».
- 2007 – Charlotte Krychowski – Doctorat HEC – « Options réelles et investissements stratégiques ».
- 2006 – François Duhamel – Doctorat HEC – « Choix stratégiques et modes d'organisation des fonctions de support des firmes. Elaboration d'un modèle théorique et étude empirique de la logistique des enseignes de distribution de détail en France »
- 2006 – Valérie Claude–Gaudillat – Doctorat HEC – « Les stratégies d'acquisition de compétences des entreprises dans le cadre des marchés émergents ».
- 2001 – Frédéric Parrat – Doctorat HEC – « Gouvernement d'entreprise et stratégies d'enracinement des dirigeants. Etude sur la capacité des dirigeants français à obtenir de nouveaux mandats de PDG et d'administrateurs ».
- 2001 – Jean–Philippe Bonardi – Doctorat HEC – « L'intégration des stratégies économiques et politiques au sein des entreprises déréglementées. »
- 2000 – Jérôme Barthélemy – Doctorat HEC – « L'outsourcing : l'analyse de la forme organisationnelle et des ressources spécifiques externalisées. Test d'un modèle issu de la théorie des coûts de transaction et de l'approche par les compétences. »
- 1999 – Tamym Abdessemed – Doctorat HEC – « Management stratégique et technologiques de réseau : analyse des déterminants de la comptabilité et de la coopération. Recherche empirique sur les déterminants de l'interbancaire monétique en France (1985–1996). »
- 1997 – Rodolphe Durand – Doctorat HEC – « Management stratégique des ressources et performance des firmes. Une étude des entreprises manufacturières françaises (1993–1996) ». *National Dissertation Award FNEGE/AIMS*.
- 1996 – Caroline Mothe – Université Paris X–Nanterre – « Appropriation et coopération en recherche–développement : le cas des consortium EUREKA ».

### Ph.D. Dissertation Referee and Committee Member / Rapporteur

- 2010 – Jürgen Poesche – Aalto University (Finland) – "Cognition, Social Values and Uncertainty as Determinants of Innovation and Investment in Innovation". PhD. in management.
- 2011 – Amit Jain – Université de Paris IX–Dauphine – « Knowledge, Resources, Competition and Firm Boundaries». Sciences de Gestion.
- 2010 – Patrick Loux – Université d'Aix–Marseille III – « Actifs hédonistes et performance commerciale des produits vidéoludiques : un test empirique». Sciences de Gestion.
- 2010 – Aude Le Lannier – IAE Paris I – « Renégociations et difficultés d'exécution de la concurrence par comparaison. Une application au secteur de l'eau en Angleterre et au Pays de Galle ». . Sciences Economiques.
- 2009 – Hervé Legenvre – Université de Paris Sud – « Les facultés de l'inventeur – Une analyse économique du comportement des inventeurs dans l'incertitude ». Sciences de Gestion.
- 2009 – Pierre Vialle – Université Paris Dauphine – « Dynamique technologique et managériale dans le secteur des télécommunications ». Sciences de Gestion.



- 2008 – Nidhida Perm–Ajcharyawong – The University of New South Wales – Australian Graduate Research School – “Do managers look beyond cost when making outsourcing decisions? The role of innovation benefits and value appropriation” – PhD. in Management.
- 2008 – Elodie Gardet – Université de Savoie – « Les modes de coordination au sein de réseaux d’innovation » – Sciences de Gestion.
- 2007 – Valérie Fautrero – ENST TELECOM ParisTech – « Stratégies d’expérimentation et dynamique du marché de l’Internet haut débit en France : une perspective néo–institutionnelle » – Sciences de Gestion.
- 2007 – Audrey Loridan–Baudrier – Université de Paris I – Panthéon Sorbonne : « Coût de coordination, Structures de gouvernance réglementaire et Environnement institutionnel : Une analyse économique néo–institutionnelle de la mise en œuvre du cadre réglementaire européen des communications électroniques » – Sciences économiques.
- 2006 – Guillaume Chanson – IAE – Université de Lille 1 – « Contributions à l’étude des déterminants de la décision d’externalisation » – Sciences de Gestion.
- 2006 – Joëlle Meyer–Surply – "Gouvernance des transferts de savoirs et compétences dans les coopérations inter–entreprises "Nord–Sud": le cas du Liban" – Université de Paris Sud.
- 2006 – Mikkel Lucas Overby – Copenhagen Business School (Denmark) – “Novel Perspectives on the Alliance Development Process: A Study of Strategic Alliances in High Tech Sectors”. PhD. in Management.
- 2005 – Hélène Delacour – IAE de Paris – Université de Paris I Panthéon Sorbonne – « L’adoption d’une innovation radicale : Une analyse du processus de légitimation dans un champ émergent » – Sciences de gestion.
- 2005 – Guillaume Tinlot – « Architecture et évolution des alliances : Une analyse en termes de pouvoir » – Université de Savoie – Sciences de gestion.
- 2003 – Esther Samuelides – « Les stratégies d’adoption technologique en présence d’innovations. Eléments d’analyse économique et application aux opérateurs de télécommunications mobiles » – Université de Paris I Panthéon–Sorbonne – Sciences économiques.
- 2003 – Manuel Cartier – « La dynamique de l’adaptation d’industries : simulation par algorithme génétique » – Université de Paris IX–Dauphine – Sciences de gestion. *National Dissertation Award FNEGE/AIMS.*
- 2003 – Etienne Vu – Université Paris IX–Dauphine – « Méthode d’évaluation des investissements intégrant une analyse de l’environnement de l’entreprise : Application aux opérateurs historiques français de réseaux industriels et notamment à EDF » – Sciences économiques.
- 2002 – Benjamin Dubrion – Université Louis Lumière – Lyon II – « Allocation et incitation intra–firme : d’une évaluation critique de l’approche contractualiste à l’élaboration d’un cadre des ‘dispositifs de gestion de la relation d’emploi’ » – Sciences de gestion.
- 2002 – Anne Moulouquet–Masgnaux – Université de Caen/Basse Normandie – I.A.E. – « L’alliance stratégique est–elle un arrangement institutionnel stable ? » – Sciences de gestion – *Président du jury / Committee Chair.*
- 2002 – Olivier Léon – Université de Rennes I – « Le changement réglementaire dans les industries de réseau : éléments d’analyse économique et essai d’évaluation comparative du dégroupage de la boucle locale des télécommunications » – Sciences économiques.
- 2002 – Carine Charpentreau – Université Paris XI – « Les processus d’acquisition des ressources technologiques externes. Une application aux secteurs de la pharmacie et de la micro–électronique » – Sciences économiques.
- 2000 – Stephan Schubert – Université Paris–Nord – « Déréglementation, concentration et rivalité dans le transport aérien mondial » – Sciences économiques.

#### **Post–Doctoral Research Certificate Referee / Rapporteur HDR**

- 2011 – Rachel Bocquet – Université de Savoie – Irege – Sciences de Gestion.
- 2006 – Pascal Corbel – Université Versailles Saint–Quentin–en–Yvelines – Sciences de gestion.
- 2003 – Dominique Jolly – Université Aix–Marseille III – Sciences de gestion.
- 2001 – Rodolphe Durand – Université Lyon III – Sciences de gestion.

#### **Ph.D. Dissertation Committee Member / Membre de Jurys de thèse**

- 2013 – John Moore – « Discretion and Manipulation in Public Procurement: Evidence from France » – IAE – Université de Paris 1 – Panthéon–Sorbonne. *Président du Jury / Committee Chair* – Sciences économiques.
- 2013 – Lisa Chever – « Contract Enforcement and Discretion: An Application to Public Procurement » – IAE – Université de Paris 1 – Panthéon–Sorbonne – Sciences économiques.
- 2012 – Latifa Daadaoui – «La gouvernance du processus d’innovation : Cas de la valorisation non alimentaire des agro–ressources dans le cadre d’un pôle de compétitivité» – Université Paris–Dauphine – Sciences de gestion.
- 2011 – Julie de Brux – IAE de Paris – « Renegotiation and Performance in Public–Private Contractual Arrangements». Sciences économiques.
- 2011 – Amit Jain – Université de Paris IX–Dauphine – « Knowledge, Resources, Competition and Firm Boundaries ». Sciences de Gestion.
- 2010 – Jean–Philippe Vergne – HEC Paris – “Playing with fire: Category–level strategies for dealing with public disapproval. The case of the global arms industry (1996–2007)”. Sciences de Gestion.
- 2010 – Evelyne Rousselet – IAE de Paris I – « La concurrence entre banques de détail sur le marché français – Un cadre d’analyse renouvelé ». Sciences de Gestion.

- 2010 – Abdellatif Taghzouti – Université – Lille Nord de France – « Alliances stratégiques et création de valeur par une approche perceptiviste : Analyse empirique de l'influence de la performance perçue par les managers sur leur propension à conclure et maintenir des alliances stratégiques ». Sciences de Gestion. *Président du Jury / Committee Chair*.
- 2009 – Sondes Mbarek – Université Dauphine – « Exercice du droit de vote et mécanisme d'activisme actionnarial ». Sciences de Gestion.
- 2009 – Foued Cheriet – Montpellier SupAgro – « Instabilité des alliances stratégiques asymétriques : Cas des relations entre les firmes multinationales et les entreprises locales agroalimentaires en Méditerranée » – Sciences de Gestion – *Président du Jury/Committee Chair*.
- 2008 – Bertrand Loison – IAE – Université Paris I Panthéon Sorbonne – « Les déterminants de l'exposition au risque liés à l'externalisation des prestations de services informatiques : modèles explicatifs et validation empirique ». Sciences de Gestion.
- 2007 – Florent Catel – Université de Grenoble – « Modularité et organisation industrielle : le cas des produits et systèmes complexes » – Sciences économiques.
- 2007 – Philippe Eynaud – IAE – Université de Paris I Panthéon Sorbonne – « L'alignement stratégique des systèmes d'information » – Sciences de Gestion.
- 2006 – Hervé Campo – IAE – Université de Paris I Panthéon Sorbonne – « L'influence des investisseurs institutionnels sur les trajectoires de recentrage des groupes – Le cas des groupes européens cotés de 1997 à 2002 » – Sciences de Gestion.
- 2006 – Nassef Hmimda – Ecole Centrale de Paris – « La création de sentiers technologiques : Une gestion des relations dynamiques entre les entités socio-technologiques – Des oasis du sud-est marocain à la distribution de produits alimentaires sur le Net en France » – Sciences de Gestion. *Président du Jury / Committee Chair*.
- 2005 – Holger Lampe – Universität zu Köln – « Die steueroptimale Gestaltung eines grenzüberschreitenden Unternehmenszusammenschlusses ». PhD. in Management.
- 2004 – Bertrand Sergot – IAE – Université Paris I Panthéon Sorbonne – « Les déterminants des décisions de localisation » – Sciences de gestion. *Président du Jury / Committee Chair.. National Dissertation Award FNEGE/AIMS*.
- 2003 – Klaus Jennewein – Universität Hohenheim, Stuttgart / Ecole Centrale de Paris – « Intellectual property management in multinational corporations : A study of the role of patents and complementary brand equity in the appropriation of investments in R&D » – Ph.D. in Management. *Président du Jury / Committee Chair*.
- 2002 – Benjamin Dubrion – Université Louis Lumière – Lyon II – « Allocation et incitation intra-firme : d'une évaluation critique de l'approche contractualiste à l'élaboration d'un cadre des 'dispositifs de gestion de la relation d'emploi' » – Sciences économiques.
- 2000 – Marie-Laure Baron – Université Paris Nord – « Marques, rentes et relations contractuelles : le cas des marques de distribution dans la grande distribution en France » – Sciences économiques.
- 1996 – Magali Delmas – Doctorat HEC – « Stratégies d'acquisition technologique dans le secteur du traitement des déchets spéciaux en Europe et aux Etats-Unis » – Sciences de gestion.
- 1996 – Emmanuelle Le Nagard-Assayag – Doctorat HEC – « Lancement de nouveaux standards et stratégies de compatibilité dans les industries de la communication » – Sciences de gestion.

## PH.D. STUDENTS PLACEMENTS

- Kivleniece I. – Imperial College – London –  
[http://www.imperial.ac.uk/AP/faces/pages/read/Home.jsp?person=ilze.kivleniece&\\_adf.ctrl-state=qzaju12jv\\_3&\\_afRedirect=3775592784505000](http://www.imperial.ac.uk/AP/faces/pages/read/Home.jsp?person=ilze.kivleniece&_adf.ctrl-state=qzaju12jv_3&_afRedirect=3775592784505000)
- Lumineau F. – Purdue Krannert University –  
<http://www.krannert.purdue.edu/directory/bio.asp?username=flumineau>
- Riccardi D. – HEC Paris -  
<http://www.hec.edu/Faculty-Research/Faculty-Directory/RICCARDI-BENIN-Delphine>
- Krychowski C. – Institut Telecom (France) –  
<http://kind.wp.tem-tsp.eu/a-propos/les-enseignants-chercheurs/marie-krychowski/>
- Duhamel F. - Universidad de las Américas, Puebla (Mex.) –  
<http://www.udlap.mx/ofertaacademica/profesores.aspx?cveCarrera=MKT&profesor=0016068>
- Claude-Gaudillat V. – Audencia (France) -  
[http://www.audencia.com/en/faculty-research/faculty/permanent-faculty/teacher/claude-gaudillat-1/?no\\_cache=1](http://www.audencia.com/en/faculty-research/faculty/permanent-faculty/teacher/claude-gaudillat-1/?no_cache=1)
- Parrat F. – Université Paris V (France) -
- Bonardi J.-Ph. – HEC Lausanne (Switzerland) –  
[https://www.hec.unil.ch/people/jbonardi&vue=publications&set\\_language=en&cl=en](https://www.hec.unil.ch/people/jbonardi&vue=publications&set_language=en&cl=en)
- Barthélemy J. – ESSEC –  
<http://www.essec.edu/faculty/jerome-barthelemy>
- Abdessemed T. – ICN Business School (France) -  
<http://www.icn-groupe.fr/en/faculty--research/faculty/strategy-a-entrepreneurship/tamym-abdessemed>

Durand R. – HEC Paris (France) -

<http://www.hec.edu/Faculty-Research/Faculty-Directory/DURAND-Rodolphe>

Mothe C. - Université de Savoie(France) –

<http://caroline->

[mothe.org/Site%20Web%20de%20Caroline/01%20Site%20Web%20Caroline%20Accueil.html](http://caroline-mothe.org/Site%20Web%20de%20Caroline/01%20Site%20Web%20Caroline%20Accueil.html)

## EDITORIAL ACTIVITIES

### Editorial Board Membership

- \* Global Strategic Journal (GSJ).
- \* Journal of Management Studies (JMS).
- \* Revue d'Economie Industrielle (REI) :  
1990–2006 Editorial Board Member  
1990–1999 Reviewer  
Editorial Board Member in charge of the Annual review on Industrial Reports:  
1999: "Recherche et développement, innovation et compétences stratégiques", (transl.: *R&D, Innovation and Strategic Competencies*), *R.E.I.*, 87: 67–74.  
1998: "Développement du commerce électronique et économie d'Internet", (trad. : *Electronic Commerce and the Economics of Internet*), *R.E.I.*, 84: 105–116.  
1997: "Industries High-Tech et Consortium de R&D : les enseignements de SEMATECH." (transl.: *High Tech and R&D Consortium: Lessons from SEMATECH*), *R.E.I.*, 80.  
1996: "L'avenir de la réglementation du secteur des télécommunications." (transl.: *The Future of the Deregulation in Telecommunications*), *R.E.I.*, 76: 125–140.  
1995: "Capitalisme et Société de l'information à l'horizon 2000." (transl.: *Capitalism and the Society of Information*), *R.E.I.*, 71: 99–111.  
1994: "La déréglementation en marche." (transl.: *The Deregulation in Progress*), *R.E.I.*, 68: 107–117.
- \* Communications & Strategies:  
1993–2014 Co-founder and Editorial Board Member.  
Reviewer.  
1995 : Guest Editor of "Choix technologiques et alliances dans le multimédia" (transl.: *Technological Choices and Strategic Alliances: the case of Multimedia Industry*), *Communications & Strategies*, Special Issue, 19, 303 p.
- 2003 : Editeur invité du Numéro Spécial de la *Revue Française de Gestion* : "Externalisation et relations partenariales", May.

### Ad Hoc Referee

- Annals of Public and Cooperative Economics,
- European Management Journal (EMJ),
- European Management Review (EMR),
- Journal of Business Research (JBR),
- Journal of Economic Behavior and Organization (JEBO),
- Long Range Planning (LRP),
- [M@n@gement](#),
- Research Policy,
- Scandinavian Journal of Management (SJM),
- Strategic Management Journal (SMJ),

### Annual Conferences:

1990–2013: Annual Conferences – Strategic Management Society (SMS).

1991–2010: Annual Conferences – AIMS (Association Internationale de Management Stratégique).

1997–2012: Annual Conferences – Academy of Management (AOM).

### Academic Affiliations

- \* *Academy of Management (AOM)*  
2002: Session Discussant – 62<sup>nd</sup> Annual meeting – Denver – Août 12–14<sup>th</sup>.  
1999: Session Discussant – 59<sup>th</sup> Annual meeting – Chicago – Août 10–12<sup>th</sup>.
- \* *Association Internationale de Management Stratégique (AIMS)*  
2006–2007 – President  
2005–2006 – President-Elect; 2007–200 – Past-President.  
2002–2003 – President – Scientific Committee.

2001–2002 – President–Elect – Scientific Committee; 2003–2004 – President past – Scientific Committee.

- \* *Fondation Nationale pour l'enseignement de la gestion des entreprises (FNEGE)*  
2002: Membre du Comité d'organisation de la Journée Nationale de la Recherche – 10 octobre – Paris – Université Paris IX Dauphine.
- \* *International Society of New Institutional Economics (ISNIE)*  
2013: Session Chair – 17th Annual ISNIE Conference – Florence – Italy – June 20–22.  
1998: Session Discussant – 2<sup>nd</sup> International ISNIE Conference – Paris – September.
- \* *Strategic Management Society (SMS)*  
2014: Co-Organizer – Extension Workshop - 34th Strategic Management Society Conference – Paris (Fr.), Sept. 19th.  
2013: Session Chair – 33rd Strategic Management Society Conference, Atlanta (USA), Sept. 28th – Oct. 1<sup>st</sup>.  
2007–2013: SMS Evaluation Committee Member for the Annual SMS Best Paper.  
2002: SMS Evaluation Committee Member for the Sixth annual McKinsey/SMS Best Paper – Baltimore.  
2002: SMS Review Committee Member – Paris – March, 8–9th.  
1998: Session Chair – 18th Strategic Management Society Conference – Barcelona – October.  
1994: Track Chair: "Strategic Theory of the Firm: the Emerging Economic Perspective", 14th Annual International Conference of the Strategic Management Society – Jouy-en-Josas – September.
- \* *International Telecommunications Society (ITS)*

## VISITING PROFESSOR POSITIONS

- ♦ 2013: FGV/EBAPE (Rio de Janeiro – Brazil)
- ♦ 2013: Politecnico di Milano (Italy) – Spring.
- ♦ 2012: Insper (São Paulo – Brazil) – Fall.
- ♦ 2007: HEC Lausanne (Switzerland) – Winter.
- ♦ 2006: Bocconi University (Milan – Italy) – Spring.
- ♦ 2006: Politecnico di Milano (Italy) – Spring.
- ♦ 2006: HEC Lausanne (Switzerland) – Spring.
- ♦ 2005: University of California (Berkeley) – W. Haas School of Business – Summer.
- ♦ 1996–1997: University of California (Berkeley) – W. Haas School of Business – I.M.I.O. – A full academic year). Under the sponsorship of Prof. O.E. Williamson at I.M.I.O. headed by Prof. D.J. Teece. *Research project on Research and Development Activities and Organizational Forms.*

## RESEARCH FELLOWSHIPS

- ♦ 2012–2013: Strategy Research Foundation Recipient (Strategic Management Society) – “Organizational Choice and Partnership Longevity in Public–Private Ties: The Case of the Global Water Industry”, (with Kivleniece I.).
  - ♦ 2007–2010: France Telecom – Research Department.
  - ♦ 1996–1997: NATO Scientific Research Program.
  - ♦ 1983–1986: French Ministry of Research – Young Research Fellow.

## RESEARCH GRANTS

- \* 1989–Present: HEC Research Division.
- \* 2013–2015: HEC Foundation. Award amount from HEC Foundation to develop a research program on *Public-Private Partnerships*.
- \* 2012–2013: Strategic Research Foundation (SRF) - Strategic Management Society (SMS.). Awarded research project (amongst 140 projects submitted) on *Organisational Choice and Partnership Longevity in Public-Private Ties: The case of Global Water Industry* (SRF- 2011-0051) (with I. Kivleniece). <http://www.hec.edu/Press-room/News/HEC-Paris-Professor-s-Research-Project-selected-by-the-Strategy-Research-Foundation>
- \* 2011: FDJ (Française des Jeux). Grant for a research project on *International Strategy and Domestic Regulation*.
- \* 2007: Orange–France Telecom. Grant for a research project on *Multinationals and International diversification*.
- \* 2006: Orange Business Services. Grant for financing a research project on *Strategic Choices & Evolution of Organization*.
- \* 2001–2002: Gaz de France Company. Award amount from Gaz de France Research Center to develop a research program on *Strategic Outsourcing Decision and its determinants*.
- \* 2001: France Telecom Company. Grant for financing a research project on *Real options and investments in case of high uncertainty* (with C. Krychowski).
- \* 2000–2002: HEC Foundation. Award amount from HEC Foundation to develop a research program on *Strategic Outsourcing and its determinants*.

- \* 2000: ABD Company. Grant for research project on *Real options and outsourcing* (with C. Krychowski).
- \* 1996–1997: HEC Foundation. Award amount from HEC Foundation to develop a research program on *R&D activities and the management of competencies*.
- \* 1996–1997: FNEGE. Grant for research project on *Competencies in Strategic Alliances and Partnerships*.
- \* 1991: French Ministère des Postes, des Télécommunications et de l'Espace – Direction à la Réglementation Générale, (transl.: *French Ministry of Post, Telecommunications and Space – National Bureau of Regulation*). Award amount for the Study on the Development of EDI Services in Banking and Insurance Industries.
- \* 1990: French Assemblée Nationale – Office Parlementaire d'Evaluation Technologique (transl.: *French National Congress – Office of Technological Forecasting*). Award amount for an Analysis of Strategic Impact of the New International CFC Protocol.
- \* 1984–1986: Fellowship – French Ministère de la Recherche (transl.: *French Ministry of Research*). Recipient of the French Research Ministry for research about technological change.

## MISCELLANEOUS SERVICES

- ♦ 2013-2015: Foreign Member of the National Scientific Qualification Committee – Italian Ministry of Education (It.).
- ♦ 2012: University of Lausanne – HEC Lausanne – Master In Strategy (Switzerland) – Assessment Committee Member (Switz.).
- ♦ 2012: Member, Organizing Committee, National Conference on the Research activities in Management – October, 10th – FNEGE (Fr.)
- ♦ 1999–2001: Scientific Director of HEC 3G Club – Rethinking the Telecommunications.
- ♦ 1994: Keynote Speaker for dinner-conference on "Quels développements pour les réseaux multimédias?" (transl.: *The Future of Multimedia Networks*), Rencontre des Ingénieurs Telecom, June 30th, Hotel Intercontinental, Paris (Fr.).
- ♦ 1992: Expert – Advisor for the FAST Research Program, Journées d'évaluation du Programme FAST, Ministère de la Recherche, décembre, Paris (Fr.).
- ♦ 1992: Member of the Scientific Committee for the 14th Journées Internationales de l'IDATE : "The Strategic Alliances", November 18–19th, Montpellier (Fr.).

## AWARDS

- ♦ 2012-2013: Strategic Research Foundation (SRF) of the Strategic Management Society (SMS.). Awarded research project (amongst 140 projects submitted) on *Organisational Choice and Partnership Longevity in Public-Private Ties: The case of Global Water Industry* (SRF- 2011-0051) (with I. Kivleniece). <http://www.hec.edu/Press-room/News/HEC-Paris-Professor-s-Research-Project-selected-by-the-Strategy-Research-Foundation>
- ♦ 1993 – 'Stylo d'or' – Centrale des Cas et des Moyens pédagogiques.

## EXECUTIVE EDUCATION TEACHING

- ♦ Claro (América Móvil), Cogecom, Dassault Aviation, EDF, Orange (France Telecom), FDJ (Française des Jeux), GDF–Suez (Gaz de France), La Poste, Office Chérifien des Phosphates (OCP), Ooredoo (Qatar Telecom), SNCF, Saint–Gobain, Saur, RATP, TCL Corporation, Thales, etc.
- ♦ Executive MBA: NHH – Bergen (Norway), Universidade Federale del Rio Grande do Sul (UFRGS) – Porto Allegre (Brazil), CFVG – Hanoi (Vietnam) and Trium E–MBA (NYU/LSE/HEC).