

## OLIVIER CHATAIN

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### EDUCATION

PhD in Management, INSEAD, Fontainebleau, 2007

Thesis: “Capturing Value from Client Relationships: Theory and Evidence”

Committee: Peter Zemsky (Chair), Ron Adner, Javier Gimeno, Andrew Shipilov

- Wiley Blackwell Outstanding Dissertation Award in Business Policy and Strategy, August 2008

MSc in Management, INSEAD, Fontainebleau, 2004

MA in Mathematical Economics and Econometrics, with Honors (Diplôme d’Études Approfondies, Économie Mathématique et Économétrie, Mention Bien), Université Paris I - Panthéon Sorbonne, 1999

Diplôme, École Supérieure des Sciences Économiques et Commerciales (ESSEC), Cergy-Pontoise, 1998

### ACADEMIC APPOINTMENTS

HEC Paris, Associate Professor, Strategy and Business Policy Department (2014- )

University of Pennsylvania, The Wharton School, Assistant Professor, Management Department (2007-2014)

### RESEARCH INTERESTS

Formal models applied to competitive strategy, Value creation and value capture under competition, Deployment of strategic resources.

### RESEARCH AND PUBLICATIONS

#### *A. Articles Published or Forthcoming in Refereed Journals (Authors Listed in Alphabetical Order)*

- [1] Chatain, Olivier and Denisa Mindruta Forthcoming “Estimating Value Creation from Revealed Preferences: Application to Value-Based Strategy.” Strategic Management Journal.
- [2] Chatain, Olivier and Philipp Meyer-Doyle “Alleviating Managerial Dilemmas In Human-Capital-Intensive Firms Through Incentives: Evidence From M&A Legal Advisors” Published online January 2016, Strategic Management Journal, doi: 10.1002/smj.2473
  - Earlier abridged version published in the Best Paper Proceedings of the 2014 Academy of Management Meetings (top 10% of accepted papers)
- [3] Chatain, Olivier “How Do Strategic Factor Markets Respond to Rivalry in the Product Market?” December 2014, Strategic Management Journal, 35 (13), 1952–1971
- [4] Chatain, Olivier and Peter Zemsky “Value Creation and Value Capture with Frictions” November 2011, Strategic Management Journal, 32 (11), 1206–1231
  - Glueck Best Paper Best Paper Award, Academy of Management, Business Policy and Strategy Division, 2009 (best of 741 submitted papers)

- Earlier abridged version published in the Best Paper Proceedings of the 2009 Academy of Management Meetings (top 10% of accepted papers)
- [5] Chatain, Olivier “Value Creation, Competition and Performance in Buyer-Supplier Relationships” January 2011, Strategic Management Journal, 32 (1), 76–102
- The Robert J. Litschert Best Doctoral Student Paper, Academy of Management, Business Policy and Strategy Division, 2007
  - Earlier abridged version published in the Best Paper Proceedings of the Academy of the 2007 Management Meetings (top 10% of accepted papers)
- [6] Capron, Laurence and Olivier Chatain “Competitors’ Resource-Oriented Strategies: Acting upon Competitors’ Resources through Interventions in Factor Markets and Political Markets” January 2008, Academy of Management Review, 33 (1) 97-121
- [7] Chatain, Olivier and Peter Zemsky “The Horizontal Scope of the Firm: Organizational Tradeoffs versus Buyer-Supplier Relationships” April 2007, Management Science, 53 (4) 550-565

**B. Articles in the Review Process**

**C. Articles Published in Refereed Conference Proceedings**

- [8] Chatain, Olivier and Philipp Meyer-Doyle “Efficiency and Influence in the Deployment of Human Assets: Evidence from M&A Legal Advisors”, 2014 Academy of Management Proceedings, 74<sup>th</sup> Academy of Management Annual Meeting, Philadelphia. *Earlier abridged version of [1]*
- [9] Chatain, Olivier and Peter Zemsky “Frictions, Rivalry, and the Emergence of Heterogeneity” 2009 Academy of Management Proceedings, 69<sup>th</sup> Academy of Management Annual Meeting, Chicago, IL.  
*Glueck Best Paper Award, Business Policy and Strategy Division, Academy of Management, August 2009 (Best paper of 741 submitted to the Business Policy and Strategy Division). Earlier abridged version of [3]*
- [10] Chatain, Olivier “Extracting Value from Client Relationships: Expertise and Cross-Selling in the UK Legal Market” 2007 Academy of Management Proceedings, 67<sup>th</sup> Academy of Management Annual Meeting, Philadelphia, PA.  
*Best Doctoral Student Paper, Business Policy and Strategy Division, Academy of Management, August 2007. Earlier abridged version of [4]*

**D. Other Articles and Book Chapters**

- [11] Chatain, Olivier “Cooperative and Non-Cooperative Game Theory” October 2015, The Palgrave Encyclopedia of Strategic Management, David Teece and Mie Augier (eds.)

**E. Working Papers**

- [12] Chatain, Olivier and Alon Eizenberg “Demand Fluctuations, Capacity Constraints and Repeated Interactions.”
- [13] Chatain, Olivier and Peter Zemsky “Discovering Value in Buyer-Supplier Relationships”

**F. Research in Progress**

Chatain, Olivier and Evan Rawley “Asset Sales and Value Capture in Corporate Bankruptcies.”

Chatain, Olivier and Rahul Kapoor “Competition between and within Ecosystems.”

Chatain, Olivier and Elena Plaksenkova “How Non-For-Profit Actors Can Foster Complementarities in Business Ecosystems”

**G. Research Seminars**

- Bocconi University, 2016
- Cass Business School, City University London, 2013
- Columbia Business School, 2011
- EM-Lyon, 2006
- Emory University, 2007
- ESSEC, 2007
- Harvard Business School, 2010
- HEC Paris, 2007, 2014
- IESE, 2007
- London Business School, 2007
- National University of Singapore, 2007
- NYU, Stern, 2013
- École Polytechnique-Paris I-ENPC Joint seminar, 2005
- Queen’s University, 2014
- Singapore Management University, 2007
- Southern Methodist University, 2007
- Temple University, 2011
- Tilburg University, 2015
- University of Maryland, 2014
- University of Michigan, 2007, 2013
- University of Minnesota, 2013
- University of North Carolina, 2007, 2014
- University of Pennsylvania, Wharton, 2007

**H. Academic Conference Presentations**

- Olivier Chatain, and Elena Plaksenkova, “How Non-For-Profit Actors Can Foster Complementarities in Business Ecosystems”, 36<sup>th</sup> Strategic Management Conference, Berlin, September 17-20, 2016.
- Olivier Chatain, and Peter Zemsky, “Discovering Value in Buyer-Supplier Relationships” INFORMS Inaugural Strategy Science Conference, San Francisco, November 9-12, 2014; CRES Conference on the Foundations of Business Strategy, St. Louis, May 19-20, 2015; Strategic Management Society Conference, Denver, October 3-5, 2015.
- Olivier Chatain, and Philip Meyer, “Efficiency and Influence in the Deployment of Human Assets: Evidence from M&A Legal Advisors,” 74th Academy of Management Annual Conference, Philadelphia, August 1-5, 2014
- Olivier Chatain, “Estimating Value Creation from Revealed Preferences: Application to Value-Based Strategy, ” 10<sup>th</sup> Atlanta Competitive Advantage Conference, Atlanta, GA, 21-23 May 2013; 74th Academy of Management Annual Conference, Philadelphia, August 1-5, 2014
- Olivier Chatain, and Philip Meyer, “Deploying individual-level resources under constraints: Evidence from UK M&A legal advisory firms,” 72nd Academy of Management Annual Meeting August 2012 (BPS), Boston, MA, USA

- Olivier Chatain, “The Supply of Strategic Factors: Competitive Externalities and Resource Development” 9<sup>th</sup> Atlanta Competitive Advantage Conference, Atlanta, GA, 15-17 May 2012. Strategy Research Forum, 2012, Charleston, SC. Duke Strategy Conference, 2012
- Olivier Chatain, “Develop to Sell: How the Supply of Strategic Resources Responds to Product Market Competition” CRES Conference on the Foundations of Strategy, Olin School of Business, Washington U., St Louis MO, 13-14 May 2011
- Olivier Chatain, and Philip Meyer, “How do firms match their capabilities to projects? Evidence from M&A legal advisors”. Strategic Management Society Conference November 2011; Miami, FL, USA (presented by co-author); 71<sup>st</sup> Academy of Management Annual Meeting August 2011 (BPS); San Antonio, TX, USA, (presented by co-author)
- Chatain, Olivier “Where Do Client-Specific Scope Economies Come From? A Revealed Preference Analysis”, Harvard Business School Strategy Research Conference, November 6-7, 2009; Strategic Research Forum, Iceland, 28-30 May 2010; 7<sup>th</sup> Atlanta Competitive Advantage Conference, Atlanta, GA, 18-20 May 2010; 70<sup>th</sup> Academy of Management Annual Meeting, Montreal, Canada, August 6-10, 2010.
- Chatain, Olivier and Peter Zemsky “Value Creation and Value Capture with Frictions” [under titles “Value-Based Strategies with Frictions” and “Frictions, Rivalry and the Emergence of Heterogeneity”] CRES Conference on the Foundations of Strategy, Olin School of Business, Washington U., St Louis MO, 8-9 May 2009; 6<sup>th</sup> Atlanta Competitive Advantage Conference, Atlanta, GA, 19-21 May 2009; 69<sup>th</sup> Academy of Management Annual Meeting, Chicago, IL, August 7-11, 2009
- Chatain, Olivier “Extracting Value from Client Relationships: Expertise and Cross-Selling in the UK Legal Market”, 67<sup>th</sup> Academy of Management Annual Meeting, Philadelphia, PA, August 3-8, 2007
- Chatain, Olivier “The Competitive Impact of Supplier Expertise and Client-Based Economies of Scope: Evidence from the UK Legal Market”, 26<sup>th</sup> Conference of the Strategic Management Society, Vienna, Austria, October 29-November 1, 2006; 3<sup>rd</sup> Atlanta Competitive Advantage Conference, Atlanta, GA, June 15-17, 2006; Clifford Chance Conference on Professional Service Firms, Barcelona, Spain, June 12-13, 2006; 25<sup>th</sup> Conference of the Strategic Management Society Conference, Orlando, FL, October 23-26, 2005
- Chatain, Olivier and Peter Zemsky, “Buyer-Supplier Relationships and the Horizontal Scope of the Firm”, 66<sup>th</sup> Academy of Management Annual Meeting, Atlanta, USA, August 11-16, 2006; 2<sup>nd</sup> Atlanta Competitive Advantage Conference, Atlanta, GA, June 23-25, 2005
- Chatain, Olivier, “Competition and Cooperation in the UK Legal Market”, EGOS Colloquium, Bergen, Norway, July 6-8, 2006
- Capron, Laurence and Olivier Chatain “Acting upon Competitors' Resources through Strategic Actions in Factor Markets and Political Markets”, 65<sup>th</sup> Meeting of the Academy of Management, Honolulu, HI, August 5-10, 2005
- Chatain, Olivier “Getting the Fundamentals Right: Relating Competitive Advantage to Competition”, 1<sup>st</sup> Atlanta Competitive Advantage Conference, Emory University, Atlanta, GA, June 18-20, 2003
- Capron, Laurence and Olivier Chatain “Shaping the Competitive Landscape: Preemption on Strategic Factors”, 23<sup>rd</sup> Conference of the Strategic Management Society, Baltimore, November 9-12, 2003

- Capron, Laurence and Olivier Chatain “Creating Resource Heterogeneity: Preemption in Strategic Factor Markets”, 63<sup>rd</sup> Meeting of the Academy of Management, BPS Division, Seattle, August 1-6, 2003

## TEACHING

- Strategic Management / Business Policy: Undergraduates, MBA
- Competitive Strategy: Undergraduates, MBA
- Value-Based Models in Strategic Management research: PhD

## PROFESSIONAL ACTIVITIES

### A. HEC Activities

- Advisor (dissertation proposal and thesis advisor) for PhD Student Elena Plaksenkova (2015)
- Quoted in the following *Knowledge at Wharton* articles
  - What a Robust Dollar Means for U.S. Business — and the Global Economy, April 15, 2015 (syndicated to the Huffington Post)
  - Deflation: Why Europe’s Problem Is Everyone’s Problem, February 4, 2015
  - Europe in 2015: Uncertain, Uneven and Unpredictable

### B. Wharton Activities

- Member, PhD Departmental Committee (2012-2013)
- Dissertation committee member for Philipp Meyer-Doyle (graduated: 2012; placement: INSEAD)
- Member, Department Head Selection Committee (2010)
- Coordinator, Management Department Strategy Seminar Series (2008-2009)
- Member, Management Department Seminar Organization Committee (2009-2012)
- Taught session for the Business Languages Faculty Group of University of Pennsylvania’s Lauder Institute in March 2008, February 2009 and October 2010.
- Interviewed for Knowledge@Wharton story “Legal Strategy 101: It’s Time for Law Firms to Re-think Their Business Model” , April 29, 2009
- Featured in Knowledge@Wharton story “How a Little ‘Friction’ Can Change a Competitive Landscape” and video interview on working paper “Value Creation and Value Capture with Frictions” (co-authored with Peter Zemsky, see section Working Papers above), July 22, 2009; Spanish translation on AméricaEconomía’s website.

### C. Academic Community Activities

- Representative at large for the Strategic Management Society Competitive Strategy interest group (2015-2016)
- Co-Organizer and presenter (with Natarajan Balasubramanian, Denisa Mindruta and Michael Ryall), Professional Development Workshop on Measuring Value Creation and Value Capture in Strategy Research: New Challenges and New Methods, Academy of Management Meetings, Philadelphia, PA, 2014
- Editorial review board member, Strategy Science (2014-)
- Editorial board member, Strategic Management Journal (2010-)
- Member, Research Committee of the Business Policy and Strategy (BPS) Division of the Academy of Management (2008-2010)

- Co-Organizer (with Tunji Adegbesan and Ilgaz Arıkan), Professional Development Workshop on Strategic Factor Markets, Academy of Management Meetings, Philadelphia, PA, 2008
- Chair and Organizer, BPS Managing Your Dissertation Workshop, Academy of Management Meetings, Chicago, IL, 2009
- Session chair and discussant, Academy of Management Meetings (various years)
- Reviewer for the INFORMS best dissertation proposal competition (2008)
- Reviewer for the BPS Division, Academy of Management (2003-2010)

#### **D. Academic Journal Editing and Reviewing**

##### *Peer-reviewed journals board memberships*

- Strategic Management Journal (Editorial board member, 2010-2015; Associate Editor 2016-)
- Strategy Science (Editorial review board member, 2014-)

##### *Peer-reviewed journals ad hoc reviewing*

- Academy of Management Journal
- Academy of Management Review
- Administrative Science Quarterly
- European Management Review
- Industrial and Corporate Change
- Organization Science
- Management Science

#### **E. Professional Affiliations and Membership**

- Academy of Management, BPS and OMT divisions
- American Economic Association
- INFORMS
- Strategic Management Society

### **AWARDS AND OTHER HONORS**

#### **A. Awards**

- Nominated for SMS Best Conference Paper Prize, 33<sup>rd</sup> SMS Conference, 2013 (top 10 papers), for “Estimating Value Creation from Revealed Preferences: Application to Value-Based Strategy”
- Glueck Best Paper Award, Academy of Management, BPS Division, August 2009, for “Frictions, Rivalry and the Emergence of Heterogeneity”, co-authored with Peter Zemsky (Best paper submission to the BPS Division, out of 741)
- Wiley Blackwell Outstanding Dissertation Award in Business Policy and Strategy, Academy of Management, BPS Division, August 2008
- The Robert J. Litschert Best Doctoral Student Paper, Academy of Management, BPS Division, for “Extracting Value from Client Relationships: Expertise and Cross-Selling in the UK Legal Market”, August 2007

#### **B. Other Honors**

- Who’s who in France (2012-)
- BPS Consortium, Atlanta, GA, August 2006
- CCC Doctoral Conference, Lausanne, Switzerland, May 2006

- Runner-Up, Booz Allen Hamilton/SMS PhD Fellowship, Strategic Management Society, 2005
- Outstanding Reviewer Award, BPS Division, Academy of Management BPS division 2003, 2004
- Fellow, Booz Allen Hamilton/SMS PhD Fellowship, Strategic Management Society, 2003
- INSEAD PhD Scholarship

#### **OTHER PROFESSIONAL EXPERIENCES**

Roland Berger Strategy Consultants, Paris, 1999-2001. Junior Consultant, Consultant. Strategy projects in the aerospace and defense industry

Military service with SOS Attentats (NGO supporting victims of terrorist attacks), Paris, 1998

Internships with Ernst & Young (Audit) and Société Générale (M&A in the media industry), 1997

#### **GRANT ACTIVITY**

- Mack Center for Innovation for project on matching of buyers and suppliers (2009, \$6,500)
- Mack Center for Structural Estimation of Matching of Buyers and Suppliers (2010, \$6,000)
- Wharton Global Initiative for Allocation of Resources to Tasks (2010, \$6,000)
- Dean's Research Fund (2012, \$6,000)
- Wharton-INSEAD Alliance for projects on mobility of personnel and formal models in strategy

#### **PERSONAL INFORMATION**

- Citizen of France
- Married. Two children born 1/2011 (twins)