

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), Univ. Paris I - Panthéon Sorbonne, 1999

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

ACADEMIC APPOINTMENTS

HEC Paris

- Professor, Strategy and Business Policy Department (2022-)
- Associate Professor, Strategy and Business Policy Department (2014-2021, with tenure 2016-)
- Member of GREGHEC, HEC Paris-CNRS joint research laboratory (2014-)

The Institute for Strategic Research (IRSEM, Paris), Visiting Researcher (HEC Paris sabbatical year, 2021-2022)

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

RESEARCH INTERESTS

Value creation and value capture under competition, Formal theory, Deployment of strategic resources, How firms interact with state and non-state actors.

RESEARCH AND PUBLICATIONS

A. Articles Published in Refereed Journals (Authors Listed in Alphabetical Order unless Mentioned Otherwise)

- [1] Mawdsley, John, Philipp Meyer-Doyle, and Olivier Chatain “Client-Related Factors and Collaboration between Human Assets”, 2021, Organization Science. Published online 6 July, 2021, doi: 10.1287/orsc.2021.1459. [First two authors contributed equally],
- [2] Chatain, Olivier and Elena Plaksenkova, “NGOs and the Creation of Value in Supply Chains.” 2019, Strategic Management Journal, 40 (4), 604-630, doi: 10.1002/smj.2938
- [3] Chatain, Olivier and Denisa Mindruta “Estimating Value Creation from Revealed Preferences: Application to Value-Based Strategies.” 2017, Strategic Management Journal, 38 (10), 1964-1985, doi: 10.1002/smj.2633 (first published: 11 January 2017)
- [4] Chatain, Olivier and Philipp Meyer-Doyle “Alleviating Managerial Dilemmas in Human-Capital-Intensive Firms Through Incentives: Evidence From M&A Legal Advisors” 2017, Strategic Management Journal, 38 (2), 232-254, doi: 10.1002/smj.2473 (first published: 2 November 2015)

- Earlier abridged version published in the Best Paper Proceedings of the 2014 Academy of Management Meetings (top 10% of accepted papers)
- [5] Chatain, Olivier “How Do Strategic Factor Markets Respond to Rivalry in the Product Market?” December 2014, Strategic Management Journal, 35 (13), 1952–1971
- [6] 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)
- [7] 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)
- [8] 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
- [9] 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 Published in Refereed Conference Proceedings

- [10] 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, 74th Annual Meeting of the Academy of Management, Philadelphia. *Earlier abridged version of [4]*
- [11] Chatain, Olivier and Peter Zemsky “Frictions, Rivalry, and the Emergence of Heterogeneity” 2009 Academy of Management Proceedings, 69th Annual Meeting of the Academy of Management, Chicago, IL. *Earlier abridged version of [6]*
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).
- [12] Chatain, Olivier “Extracting Value from Client Relationships: Expertise and Cross-Selling in the UK Legal Market” 2007 Academy of Management Proceedings, 67th Annual Meeting of the Academy of Management, Philadelphia, PA. *Earlier abridged version of [7]*
Best Doctoral Student Paper, Business Policy and Strategy Division, Academy of Management, August 2007.

C. Other Articles and Book Chapters

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

D. Case Studies

- [14] Chatain, Olivier, “Mobilize, Renault’s Affordable Car Project”, 2021, The Case Center, no. 321-0186-1

E. Working Papers

- [15] Plaksenkova, Elena and Olivier Chatain “Bottleneck Evolution and Strategic Action in the Anti-HIV Drug Market.” Target outlet: Organization Science.
- [16] Chatain, Olivier and Elena Plaksenkova, “The Ecosystem Penalty: Value Creation Technologies and Incentive Misalignment”, 2020, HEC Paris Research Paper, No SPE-2020-1409. Reject and Resubmit at Strategic Management Journal.
- [17] Cappelli, Veronica and Olivier Chatain, “Generalized Biform Games”. Target Outlet: Management Science.
- [18] Chatain, Olivier, and Madhulika Kaul, “Treading a Tightrope: Platform Actions and their Impact on Political Externalities and Platform Performance”. Target Outlet: Academy of Management Review.
- [19] Chatain, Olivier, Camille Doche and Emilie R. Feldman “Cooperatives as Multi-Business Organizations: Exit, Democracy, and Resource Reallocation”
- [20] Chatain, Olivier and Alon Eizenberg “Demand Fluctuations, Capacity Constraints and Repeated Interactions.”
- [21] Chatain, Olivier and Peter Zemsky “Discovering Value in Buyer-Supplier Relationships.”
- [22] Chatain, Olivier. “Short-distance mobility improvement, cognitive load and life satisfaction: Impact evaluation of the Renault Mobilize program”

F. Research Seminars (most recent first, (*) indicates virtual seminar)

- Singapore Management University, 2007, 2022*
- IESE, 2007, 2022
- Universidad Carlos III de Madrid, 2021*
- Purdue University, Krannert School, 2021*
- University of Maryland, 2014, 2021*
- University of Illinois at Urbana-Champaign, 2020*
- Technical University of Munich, 2020*
- University of Michigan, 2007, 2013, 2019
- ESSEC, 2007, 2018
- Frankfurt School of Finance and Management, 2017
- Southern Denmark University, 2017
- Bocconi University, 2016
- Tilburg University, 2015
- HEC Paris, 2007, 2014
- Queen’s University, Kingston, ON, 2014
- University of North Carolina, 2007, 2014
- University of Oregon, 2014
- Cass Business School, City University London, 2013
- University of Minnesota, 2013
- NYU, Stern, 2013
- Columbia Business School, 2011
- Temple University, 2011
- Harvard Business School, 2010
- Emory University, 2007
- London Business School, 2007
- National University of Singapore, 2007
- Singapore Management University, 2007
- Southern Methodist University, 2007

- University of Pennsylvania, Wharton, 2007
- EM Lyon, 2006
- École Polytechnique-Paris I-ENPC Joint Industrial Organization seminar, 2005

G. Academic Conference Presentations ((* indicates presentation by co-author)

- Cappelli, Veronica, and Olivier Chatain “Generalized Biform Games”.
 - 4th Annual Strategy Science Conference, April 28-29 2021. Mini Zoom Workshop “Value-Based Strategy: New Developments” 11 June 2021.*
 - 41st Strategic Management Conference, Toronto, September 18-21, 2021.*
- Chatain, Olivier, and Madhulika Kaul “Treading a Tightrope: Platform Actions and their Impact on Political Externalities and Platform Performance”
 - 25th Annual Conference of the Society for Institutional & Organizational Economics, 24-26 June 2021*
 - 81st Annual Meeting of the Academy of Management, 29 July-4 August, 2021*
 - 41st Strategic Management Conference, Toronto, September 18-21, 2021.*
- Chatain, Olivier, and Elena Plaksenkova “The Ecosystem Penalty: When Within-Ecosystem Competition Dampens Returns to Value Creation”
 - 40th Strategic Management Conference, Virtual, October 2020.*; 21st Wharton Technology and Innovation Conference, April 15-16 2021*
 - Sumantra Ghoshal Conference, London Business School, 2021*
 - 81st Annual Meeting of the Academy of Management, 29 July-4 August, 2021
 - 41st Strategic Management Conference, Toronto, September 18-21, 2021.*
- Chatain, Olivier, Camille Doche, and Emilie Feldman “Corporate Defection”, 40th Strategic Management Conference, Virtual, October 2020.*
- Meyer-Doyle, Philipp, John Mawdsley and Olivier Chatain “Demand-side Attributes and Resource Reconfiguration in Human Asset Intensive Firms”, 38th Strategic Management Conference, Paris, September 22-25, 2018.*
- Plaksenkova, Elena, and Olivier Chatain “Competition in Markets with Complements: How Within-Component Firm Heterogeneity in Value Creation Shapes Ecosystem Strategies”, 38th Strategic Management Conference, Paris, September 22-25, 2018.*
- Meyer-Doyle, Philipp, John Mawdsley and Olivier Chatain “Always Change a Winning Team? Resource Re-Configuring in Human Asset Intensive Firms”, 77th Annual Meeting of the Academy of Management, Atlanta, August 4-8, 2017.*
- Chatain, Olivier, and Elena Plaksenkova “NGOs and Value Creation in Supply Chains”, 77th Annual Meeting of the Academy of Management, Atlanta, August 4-8, 2017.*
- Chatain, Olivier, and Elena Plaksenkova, “How Non-For-Profit Actors Can Foster Complementarities in Business Ecosystems”, 36th Strategic Management Conference, Berlin, September 17-20, 2016.*
- Chatain, Olivier, 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.
- Chatain Olivier, 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.*
- Chatain, Olivier, “Estimating Value Creation from Revealed Preferences: Application to Value-Based Strategy,” 10th Atlanta Competitive Advantage Conference, Atlanta, GA, 21-23 May 2013; 74th Academy of Management Annual Conference, Philadelphia, August 1-5, 2014
- Chatain, Olivier, and Philip Meyer, “Deploying individual-level resources under constraints: Evidence from UK M&A legal advisory firms,” 72nd Annual Meeting of the Academy of Management August 2012 (BPS), Boston, MA, USA.*
- Chatain, Olivier, “The Supply of Strategic Factors: Competitive Externalities and Resource Development” 9th Atlanta Competitive Advantage Conference, Atlanta, GA, 15-17 May 2012. Strategy Research Forum, 2012, Charleston, SC. Duke Strategy Conference, 2012
- Chatain, Olivier, “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
- Chatain, Olivier, 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*
 - 71st Annual Meeting of the Academy of Management August 2011 (BPS) San Antonio, TX, USA*
- 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
 - 7th Atlanta Competitive Advantage Conference, Atlanta, GA, 18-20 May 2010
 - 70th Annual Meeting of the Academy of Management, 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
 - 6th Atlanta Competitive Advantage Conference, Atlanta, GA, 19-21 May 2009
 - 69th Annual Meeting of the Academy of Management, Chicago, IL, August 7-11, 2009
- Chatain, Olivier “Extracting Value from Client Relationships: Expertise and Cross-Selling in the UK Legal Market”, 67th Annual Meeting of the Academy of Management, 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”

- 26th Conference of the Strategic Management Society, Vienna, Austria, October 29- November 1, 2006
- 3rd Atlanta Competitive Advantage Conference, Atlanta, GA, June 15-17, 2006
- Clifford Chance Conference on Professional Service Firms, Barcelona, Spain, June 12-13, 2006
- 25th 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”
 - 66th Annual Meeting of the Academy of Management, Atlanta, USA, August 11-16, 2006
 - 2nd 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”, 65th Meeting of the Academy of Management, Honolulu, HI, August 5-10, 2005
- Chatain, Olivier “Getting the Fundamentals Right: Relating Competitive Advantage to Competition”, 1st 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”, 23rd Conference of the Strategic Management Society, Baltimore, November 9-12, 2003
- Capron, Laurence and Olivier Chatain “Creating Resource Heterogeneity: Preemption in Strategic Factor Markets”, 63rd Meeting of the Academy of Management, BPS Division, Seattle, August 1-6, 2003

CURRENT TEACHING

- Thinking Strategically: MBA, MSc
 - Applied game theory for managers
- Identification Methods / Causal Inference: PhD
 - Introduction to causal inference
 - Theory (directed acyclic graphs, potential outcomes framework)
 - Methods (matching, instrumental variables, differences-in-differences, regression discontinuity designs, synthetic controls)
- Value-Based Models in Strategic Management Research: PhD
 - Formal modeling for strategy
 - Cooperative game theory as foundation to understand competitive advantage

PROFESSIONAL ACTIVITIES

A. HEC Paris Activities

- PhD coordinator for the Strategy and Business Policy department (2016-)
- Department Co-coordinator for the Strategy and Business Policy department, joint with Denisa Mindruta (2018-2019)
- Promotion & Tenure committee (2016-2017)

- PhD Advising at HEC Paris (main advisor)
 - Elena Plaksenkova (graduated 2019, placement: Ohio State University)
 - Camille Doche (ongoing)
 - Madhulika Kaul (ongoing)
- PhD Committee Member external to HEC Paris
 - John Mawdsley (committee member, University of Illinois at Urbana-Champaign, 2015, placement: HEC Paris)

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

- Organizer, PDW on Formal Models in Strategy at SMS virtual conference, October 2020
- Organizer, PDW on Formal Models in Strategy at SMS conference in Paris, September 2018
- Organizer, Conference on Formal Models in Strategy at HEC Paris (joint with Bocconi), April 2017
- 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
- 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

- Strategy Science, Editorial review board member, 2014-
- Strategic Management Journal
 - Editorial board member, 2010-2015
 - Associate Editor, 2016-2021
 - Co-Editor for Special Issue on New Directions for the Resource-Based View, 2020-2022

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, 41st SMS Conference, 2021 (top 10 papers), for “Generalized Biform Games”, co-authored with Veronica Cappelli
- Nominated for SMS Best Conference Paper Prize, 40th SMS Conference, 2020 (top 10 papers), for “Corporate Defection”, co-authored with Camille Doche and Emilie Feldman
- Finalist SMS Corporate Strategy Interest Group Best Paper award, 40th SMS Conference, 2020 (top 10 papers), for “Corporate Defection”, co-authored with Camille Doche and Emilie Feldman
- Nominated for SMS Best Conference Paper Prize, 33rd 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

LeadCrest Capital Investment Partners, Paris, Advisory Committee Member (2020-)

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

National Service (“Service Ville”) with SOS Attentats (NGO representing and supporting victims of terrorist attacks), Paris, 1998

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

GRANT ACTIVITY

- Fondation HEC “Complementarities and value creation in supply chains with non-for-profit actors” (2017, Euro 25,000)
- 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

PROGRAMMING SKILLS

- Proficient in R, Stata, Mathematica, LaTeX, familiar with Python and Matlab

PERSONAL INFORMATION

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