

# Sébastien Picard

22/03/1976 - French

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**Research Interests :** Resource orchestration, Competitive advantage, Corporate Polical Activity, Time/temporality, imaginary, Process studies, Ethnography, Pharmaceutical & Biotech industries

## EDUCATION

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- 12<sup>th</sup> **PhD in Strategic Management** (proposed for the best dissertation of the year)  
May University of Paris 1 Pantheon-Sorbonne & ESCP-Europe Business School  
2014 *Dissertation title:* “Orchestrating firms’ competitive advantage: The organizing of competitive advantage: An empirical study of the resources orchestration in the vaccine industry”  
*Ph.D Advisor:* Pr. Jean-Philippe Bouilloud  
*Jury Members:* Pr. Régis Coeurderoy, Pr. Xavier Lecocq, Pr. Philippe Véry, Pr. Philippe Monin, Pr. Laure Cabantous & Pr. Anne Gratacap
- 2010 **EDEN Seminar on Strategic Management**  
Held by IESE of Barcelona  
*Convener:* Pr. Joan E. Ricart  
Granted by a fellowship based on dissertation proposal
- 2010 **Master in Management Science** (grade: excellent)  
CNAM University - Paris  
*Master thesis:* “The dynamism of Capabilities: The Case of French Special Forces”  
*Advisor:* Pr. Yvon Pesqueux
- 2007 **MBA** (GPA: 3,46)  
CNAM-International Institute of Management – Paris  
*Consulting Project:* Implementing a Franchise Network for a Fashion business  
*Advisor:* Gilles Vallet
- 1999 **Air Commando Elementary Certificate**  
French Air Force – Rochefort & Dijon

## ACADEMIC EXPERIENCE

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- Since **ASSISTANT PROFESSOR**  
2014 **IAE, Toulouse School of Management** – Toulouse – Since September 2014  
*Responsibilities:* Researcher and lecturer in the strategy department
- 2012 to **ASSISTANT PROFESSOR**  
2014 **ATER at University of Cergy-Pontoise** – Cergy-Pontoise – 2012/10 to 2014/09  
*Responsibilities:* Full lecture and exam preparation at bachelor (400 students) and master (80 students) levels.  
**ESCP Europe – Paris** – Since 2013/01  
*Responsibilities:* Full lecture in strategic management at corporate and master level
- 2008 to **RESEARCH AND TEACHING ASSISTANT**  
2012 **ESCP Europe** – Paris – 2008/09 to 2012/08  
*Responsibilities:* Full lecture at corporate and master level.

## PUBLICATIONS

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**Picard, S.**, Steyer, V., Phillippe, X. & Pérezts, M. (forthcoming). Leading the war on epidemics: Exploring corporations' predatory modus operandi and their effects on institutional field dynamics. In G. Garsten & Adrienne Sörbom (eds), *Politics and the Corporate World*. London: Edward Elgar

Pérezts, M., Fay E. & **Picard, S.** (2015). Ethics, Embodied Life and Esprit de Corps an ethnographic study with anti-money laundering analysts, *Organization* (A journal in AERES ranking)

Pérezts, M. & **Picard, S.** (2014). Compliance or Comfort Zone? The Role of Embedded Ethics in Performing Regulation through Institutional Work, *Journal of Business Ethics* (A journal in AERES ranking & in FT list)

Awarded as one of the best papers for the “**Excellence in Ethics Best Paper Award**” 2013 hosted by The Institute for Ethical Business Worldwide at the University of Notre Dame, USA.

## WORKING PAPERS

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**Picard, S.** & Sele, K. Synchronizing routines for organizational effectiveness – A process perspective.

**Picard, S.**, Steyer, V. & Pérezts, M. Reclaiming and rethinking the overlooked now-of-action in temporal work.

**Picard, S.**, Pérezts, M., Philippe, X. & Steyer, V. The role of the imaginary in institutionalization processes: the case of infectious diseases prevention. Submitted to Perspective on Process Organization Studies (invited to resubmit).

Philippe, X., **Picard, S.**, Pérezts, M., & Steyer, V. Secondary institutions and the pilot fish effect: The case of corporate universities.

## CONFERENCE PAPERS

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- 2015     **7<sup>th</sup> International Symposium on Process Organization Studies**  
Picard, S. & Sele, K. Synchronizing routines for organizational effectiveness – A process perspective.
- 2014     **31<sup>st</sup> EGOS Colloquium**  
Acosta P., Pérezts, M., Picard, S. (PRESENT)3 Reloaded: Reconstructing business, social and environmental involvement in the now-of-action. The case of the sugarcane industry in Colombia
- 2014     **6<sup>th</sup> International Symposium on Process Organization Studies**  
Picard, S. , Pérezts, M., Acosta, P. (PRESENT)3: Reclaiming and rethinking the overlooked now-of-action through multi-temporal phenomenology
- 2014     **5<sup>th</sup> LAEMOS Colloquium**  
Bouilloud, J.-P., Pérezts, M., Philippe, X., Picard, S. & Steyer, V. To be or not to be...an institution: exploring corporate predatory modus operandi and institutional field dynamics
- 2013     **5<sup>th</sup> International Symposium on Process Organization Studies**  
Picard, S., Pérezts, M., Philippe, X. & Steyer, V. “Institutions abhor a vacuum”: The role of the imaginary in institutionalization processes.

- 2013 **Academy of Management Meeting**  
Picard, S., Pérezts, M., Philippe, X. & Steyer, V. Orchestrating firms' competitiveness: A case study on the strategic managers' role of knotting action nets.
- 2013 **Strategic Management Society, Glasgow's special conference**  
Picard, S., Pérezts, M. & Steyer, V. Mediation as a Strategic Enabler: Overcoming Complexity from Within.
- 2013 **29<sup>th</sup> EGOS Colloquium**  
Philippe, X., Pérezts, M., Picard, S. & Steyer, V. Secondary institutions and the pilot fish effect: The case of corporate universities.
- 2012 **21<sup>st</sup> Association International de Management Stratégique**  
Pérezts, M. & Picard, S. Mediation as an organizational competence: Enabling sustainable practice within paradoxant systems.
- 2012 **17<sup>th</sup> International Symposium on Ethics, Business and Society**  
Pérezts, M. & Picard, S. The Universality of Sustainability in Question: The Reversal of Ownership and the Temporal Dimension Perspective on Ethics.
- 2011 **ISTEC's research colloquium**  
Pérezts, M. & Picard, S. Entre Confort et Conformité: Faire Sens de l'Approche par les Risques en Conformité Bancaire.
- 2011 **31<sup>st</sup> Strategic Management Society's Annual Conference**  
Picard, S. The Voice of sub-Organizational Identity in Strategy Making of Firm.
- 2011 **18<sup>th</sup> International Conference Promoting Business Ethics**  
Pérezts, M. & Picard, S. Sustainability as Integration of Parallel Temporal Structures: Considering the Temporal Dimension of Ethics.
- 2011 **27<sup>th</sup> EGOS Colloquium**  
Picard, S. The Voice of sub-Organizational Identity in Strategy Making of Firm.
- 2011 **2<sup>nd</sup> EIASM's Workshop on TMT and Business Strategy**  
Picard, S. The Dynamic of Strategy-Making: A Perspective on Top Management Team and Managers' Enactment of Time and Space.
- 2010 **3<sup>rd</sup> International Strategy Conference**  
Picard, S. A cognitive perspective of strategic alliances.
- 2010 **Strategic Management Society, Helsinki 's special conference**  
Picard, S. Dynamic Capabilities: What could they also be?
- 2009 **19<sup>th</sup> International Conference of Advanced Management**  
Picard, S. Resilience Strategy: Learning from French Special Forces.

## TEACHING EXPERIENCE

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### Corporate Education

- Since 2013 ESCP Europe, Corporate Education – **Corporate and Growth Strategy** – 6 hours - (in French)  
Teaching performance: 3,75/4
- 2010 Chamber of Commerce in China, Corporate Education – **Strategic Management** – 18 hours (in English)  
Teaching performance: 4,67/6

### **Executive Education**

- Since 2013 ESCP Europe, Executive Master in Business Consulting – **Organizational dynamics** – 12 hours (in French)  
Teaching performance: 3,75/4
- 2009 CNAM university, MBA Program – **Alliance Management** – 12 hours (both in French and in English)  
Teaching performance: 88% overall satisfaction

### **Master Level**

- Since 2014 Toulouse School of Management, Master in Strategy – **Advanced Strategy (competitive advantage & strategic process and implementation)** – 6 hours (in French)
- Since 2014 Toulouse School of Management, Master in Strategy – **Strategy**– 42 hours (in French)
- Since 2014 Toulouse School of Management, Master Business Law and Management – **International Management** – 20 hours (in French)
- 2009 to 2014 ESCP Europe, Master In Management Program – **Strategic Management** – 30 hours (in French)  
Teaching performance: 3,58/4
- 2012 to 2014 University of Cergy-Pontoise, Master in Management – **Strategic Management** – 20 hours (in French)
- 2012 to 2014 University of Cergy-Pontoise, Master in Management – **Production Management** – 33 hours (in French)
- 2011 ESCP Europe, Master European Business Program – **International Strategy** – 3 hours (in English)

### **Bachelor Level**

- Since 2012 University of Cergy-Pontoise, Bachelor in Management – **Management** – 50 hours (in French)
- 2014 Paris College of Art, Bachelor in Design Management Program – **International Business** – 36 hours (in English)
- 2010-2013 Parsons, Bachelor in Design Management Program – **Strategic Design Management**– 36 hours (in English)

### **Military courses**

- 1999 - 2004 French Air Commando Training and Education school, initial training for soldiers and officers (in French)  
Performance: “Instructor led by a quest for perfection, SGT PICARD worked with remarkable excellence for the training of MTA and close combat instructors. Motivated by his duties, he consented to a real devotion until his departure” (Cdt Granier, 2004)

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## **OTHERS ACADEMIC ACTIVITIES**

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- 2014 **OLS Workshop on the Politicization of Firm**  
Co-organizer – Guest speakers: Christina Garsten & Marie-Laure Djelic
- 2014 **Paris Workshop on Process Studies**  
Co-organizer – Guest speaker: Tor Hernes
- Since 2014 **EURAM**  
Co-chair of the strategic processes & practices track
- Since 2012 **AIMS conference & EURAM conference**

Reviewer

Since 2010

**British Journal of Management & European Management Journal**  
Ad-hoc reviewer

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## RESEARCH GRANTS

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2012- **Research project: the role of firms in the institutional field**  
2015 A three years scholarship, granted by the Société Générale – ESCP Europe’s Organizations,  
Leadership & Society Chair (15 000€)

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## REFEREES

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### **Pr. Jean-Philippe Bouilloud**

Professor at ESCP Europe and at the  
University of Paris 7  
[bouilloud@escpeurope.eu](mailto:bouilloud@escpeurope.eu)  
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79 avenue de la République 75543  
Paris Cedex 11

### **Pr. Roy Suddaby**

Professor at the University of  
Alberta, School of Business  
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Tel: +1 780 492 3949  
4-21A Business Building  
University of Alberta Edmonton,  
Alberta Canada T6G 2R6

### **Pr. Régis Coeurderoy**

Professor at ESCP Europe  
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79 avenue de la République 75543  
Paris Cedex 11

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## PROFESSIONAL EXPERIENCE

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### **STRATEGY & GROWTH INTERN**

**Sanofi Pasteur – Lyon – 2010/07 to 2011/07**

Staff of the Asian Pacific Office for Strategy and Growth.

*Responsibilities:* As a China market specialist and strategy expert, I supported with strategic diagnosis, information consolidation and analysis methodologies the Extended Top Management Team in their strategic decisions related to the Chinese market strategy.

### **MANAGING DIRECTOR**

**Edgecombe Group – Hong Kong – Since 2009**

A holding company providing financial and management support for innovative start-ups in the biotech industry.

*Responsibilities:* Business analysis and strategic support

### **OPERATION & BUSINESS DEVELOPMENT DIRECTOR**

**Xin Shi Shang Zi Xun (新时尚咨询) – Hong kong - From 2004/04 to 2007/12**

The company offered consulting and supporting services in value driven strategies.

*Responsibilities:* Coordination and supervision of Can Ai Co., Ltd’s development in Asia (20 owned points of sales in China). Consultancy in strategy and business development in China.

### **AIR COMMANDO OFFICER**

**French Air Force - Dijon et Bordeaux - From 1999/01 to 2004/04**

*Responsibilities:* Instructor at the National Air Commando training and education school in charge of the national training of close combat instructor

Intervention team leader during operations in Bosnia, Makedonia and Kosovo