



Pr Emmanuel Métais, PhD
Dean of EDHEC Business School

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Pr Emmanuel Métais was appointed Dean of EDHEC Business School in 2017. Pr Métais has been on the EDHEC Faculty since 1995. He successively served as Department Chair, Director of MSc Programmes, Director of EDHEC Global MBA and Associate Dean of Grande Ecole and Masters Programmes. He supervised EDHEC's first AACSB Accreditation.

Pr Métais's main teaching and research interests revolve around corporate strategy, with a specific focus on disruptive strategies and M&A performance. He has published a book and more than 30 articles or book chapters pertaining to these themes in French and international academic journals.

Pr Métais is a member of the AMBA & BGA International Board. He is also on the Board of Directors of the Conférence des Directeurs d'Ecoles Françaises de Management.

PROFESSIONAL HISTORY

2017 -	Dean, EDHEC Business School
2015 - 2017	Associate Dean of EDHEC Graduate Programmes
2006 - 2015	Director, EDHEC Global MBA
2005 - 2008	Director, International Post Graduate Programmes
1997 - 2005	Head of Management and Strategy Department
2002 - 2003	Coordinator of AACSB Accreditation for EDHEC Business School
1995 -	Professor of Strategy

EDUCATION

2013	GloColl Programme, Harvard Business School
2002	Habilitation à Diriger des Recherches, IAE Aix-en-Provence, France
1999	International Teachers Program, New York University, Stern School of Business
1997	PhD in Strategic Management, ESSEC / IAE Aix-en-Provence
1992	Master in Management Science, ESSEC / IAE Aix-en-Provence
1991	Master in Sociology, Strasbourg University, France
1991	Master in Sports Management, Strasbourg University, France

PUBLICATIONS

Articles

Tying the acquirer's Human Resource Management quality to cross-border acquisition divestment probability: Curvilinear connection with slacklining, *British Journal of Management*, DOI: 10.1111/1467-8551.12403 (2020).

Does a Prior Alliance with the Target Affect Acquisition Performance? The Dangers of a Honeymoon before Marriage, *European Management Review*, 15, 3, 2018.

Experience discrepancy in leadership succession: Does it matter? Evidence from the Elite European Soccer Clubs (1994–2015), *Strategic Change*, 27, 4, 2018 (w/ Meschi & Lassalle).

Leader Longevity, Cognitive Inertia, and Performance in Organizations with Stretch Goals: Evidence from "La Royale" and its Ambition to Gain Naval Supremacy Between 1689 and 1783, *Advances in Strategic Management*, 32, 2015 (w/ Meschi & Miller).

Too Big to Learn: The Effects of Major Acquisition Failures on Subsequent Acquisition Divestment, *British Journal of Management*, 26, 3, 2015. (w/ Meschi)

Do firms forget about their past acquisitions? Evidence from French acquisitions in the US (1988-2006), *Journal of Management*, 39, 2, 2013. (w/ Meschi)

Can we predict M&A activity? in S. Finkelstein & C.L. Cooper (eds.), *Advances in Mergers and Acquisitions*, Emerald Publishing, New York, 2013. (w/ Véry, Lo & Hourquet)

L'écart entre performance et aspirations affecte-t-il la performance future d'une organisation ? Le cas de la Ligue des Champions UEFA (1994-2008), *Finance Contrôle Stratégie*, 15, 4, 2013. (w/ Meschi & Lassalle)

Des chercheurs sous influence? Réflexion sur la construction sociale d'une théorie, *Revue Française de Gestion*, 38, 228-299, 2012. (w/ Véry)

Les firmes apprennent-elles de leurs échecs d'acquisition? *Finance Contrôle Stratégie*, 14, 1, 2011. (w/ Meschi)

Le paradigme d'Uppsala : la distance géographique et l'effet de réseau comme déterminants des décisions d'acquisitions internationales (1990-2009), *Management International*, HEC Montreal, November 2010. (w/ Véry & Hourquet)

Expérience, oubli organisationnel et motifs de désinvestissement des acquisitions internationales : le cas des acquisitions françaises aux Etats-Unis (1988-2004), *Finance, Contrôle Stratégie*, 10, 4, December 2007. (w/ Meschi)

International acquisition performance and experience: A resource-based view. Evidence from French acquisitions in the United States (1988–2004), *Journal of International Management*, 2006, 12: 430-448. (w/ Meschi)

Le sacrifice dans les alliances asymétriques : le cas Nortel-Géodis, Numéro thématique, *Management International*, HEC Montreal, February 2006. (w/ Masclef & Hourquet),

Strategic flexibility, *Revue Française de Gestion*, 13, 2002.

The performance of French M&A in the US, *Finance, Contrôle, Stratégie*, 5, 1:129-165, 2002. (w/ Meschi)

Smart: from subversion to normalisation, *Gestion*, HEC Montréal, 27, 1: 14-21, 2002. (w/ Pin)

The Learning Mix and the management of innovation, *Revue Française de Gestion*, 133, 2001. (w/ Moingeon)

The past and future of corporate strategy, *Finance Contrôle Stratégie*, 4, 1: 183-213, 2001. (w/ Saias)

Building a subversive strategy in order to transform the environment, *Gestion*, HEC Montréal, 24, 1.

A resource-based view of training policies, *Sciences de Gestion*, 1999. (w/ Meschi)

SEB Group: Building a Subversive Strategy, *Business Strategy Review*, London Business School, 2000, 11, 4.

Another look at strategy-structure relationships: the resource-based view, *European Management Journal*, 16, 3, 1998. (w/ Moingeon & Ramanantsoa).

Building Core Competencies in Crisis Management through Organizational Learning
Technological Forecasting and Social Change, 60, 2:113-127, 1999. (w/ Roux-Dufort).

Socio-Economic Study of Companies through their Training Policies: New Empirical Considerations in the French Context, *Management International Review*, 38, 1: 25-48, 1998. (w/ Meschi).

Radical innovation and disruptive strategies: the case of Salomon, *Cahier de recherche 677*, 1999, HEC Paris (w/ Moingeon).

Books

Les ressources stratégiques de l'entreprise, Economica, 2004. (*The resource-based view of the Firm*)

Chapters in books

Increasing Internal Value from Patents: The Role of Organizational Arrangements, in David Castle, Ed. *The Role of Intellectual Property Rights in Biotechnology Innovation*, 2009. (w/ Ingham, Ayerbe and Mitkova)

Gary Hamel, un iconoclaste utile ? in Thomas Loilier and Albéric Teller Eds, *Les Grands Auteurs en Stratégie*, Management & Société, 2007. (w/ Saias)

Competence-Based Management and Strategic Flexibility, in *Competence Perspectives on Resources, Stakeholders and Renewal*, Volume 7 in *Advances in Applied Business Strategy*, edited by Ron Sanchez and Aimé Heene, Elsevier Science, 2005. (w/ Meschi)

Strategy Creation: a theoretical framework, in A.-C. Martinet and R.-A. Thiétart (Eds), *Stratégies: actualité et futur de la recherche*, Vuibert, 2001. (w/ Tannery)

How to change a competitive environment through a resource-based strategy, in B. Quelin and JL Arregle (Ed.), *Competence-based Management*, Ellipses, HEC, 2000.

Competence- and capability-based management: the case of Salomon, in B. Quelin and JL Arregle (Ed.), *Competence-based Management*, Ellipses, HEC, 2000. (w/ Moingeon)

Organizational learning and knowledge creation in crisis management, in I. Nonaka, H. Takeuchi, M. Ingham, *La connaissance créatrice*, De Boeck, 1997 (w/ Roux-Dufort)

Conference presentations

Leadership Stability as a Performance Facilitator in Organizations with Stretch Goals: Evidence from *La Royale* and its Ambition to Gain Naval Supremacy (1672-1783), Business Policy Division, 72nd *Annual Meeting of the Academy of Management*, Boston, 2012. (w/ Meschi)

Company Reputation and Acquisitions in Offshore Financial Centers, *Annual Conference of the Strategic Management Society*, Miami, 2011. (w/ Véry, Lo & Hourquet)

Predicting M&A activity using an institutional perspective: a four-country comparison, *European International Business Association*, Bucharest, Dec. 2011 (w/ Véry, Hourquet & Lo)

Do prior alliances with the target affect acquisition performance? The dangers of a honeymoon before marriage, Business Policy and Strategy Division, 71st *Annual Meeting of the Academy of Management*, San Antonio, 2011. Best papers proceedings. (w/ Meschi & Shimizu)

Does attainment discrepancy affect an organization's future performance? The case of UEFA Champions League (1994-2008), OMT Division, 70th *Annual Meeting of the Academy of Management*, Montreal, 2010. (w/ Meschi & Lassalle)

Geographical proximity as a driver of M&A decisions: Evidence from cross-border deals (2000-2009), Academy of International Business, Rio de Janeiro, 2010. (w/ Véry & Hourquet)

The vicious circle of failure in acquisitions, Business Policy Division, 69th *Annual Meeting of the Academy of Management*, Chicago, 2009. (w/ Meschi)

Acquisition Experience, Organizational Forgetting and Acquisition Divestments: The Case of French Acquisitions in the United States (1988-2004), Business Policy and Strategy Division, 68th *Annual Meeting of the Academy of Management*, Anaheim, 2008. (w/ Meschi)

From Games to Violence: French Theory and the Reconsideration of Established Social Order New French Theory for CMS, Workshop, Critical Management Studies Division, 65th *Annual Meeting of the Academy of Management*, Honolulu, 2005. (w/ Pin, Hourquet and Masclef)

Critical Strategy Studies: in the Name of Whom and Why? For liberating disruptive strategies 64th *Annual Meeting of the Academy of Management*, New Orleans, 2004. (w/ Pin, Hourquet and Masclef)

Corruption, Economic Risk and Survival of international JV in emerging countries, *Conference of the Eastern Academy of Management*, Capetown, June 2005. (w/ Meschi)

How to disrupt the rules of the game? The example of the leisure and game industry, *4th International Symposium on Management of Technology*, Hangzhou, PRC, October 2004. (w/ Pin, Hourquet and Mameaux)

Rule-Breaking through IP-based disruptive strategies, *Innovation and intellectual property conference*, INSEAD, Singapore, June 2004. (w/ Pin, Hourquet and Mameaux)

From Subversion to Normalization: from the Swatchmobile to the smart, *63rd Annual Meeting of the Academy of Management*, Seattle, 2003. (w/ Pin)

Competence-Based Management and strategic flexibility: The case of Air Liquide, *6th International Conference on Competence-Based Management*, IMD, Lausanne, October 2002. (w/ Meschi)

The Dynamics of Resource Development: the Case of the French Royal Navy, *62nd Annual Meeting of the Academy of Management*, Denver, August 2002. (w/ Meschi)

Heterogeneity in Investment Experience and Acquisition Performance
Mergers & Acquisitions Summit, Strategic Management Society Workshop, Calgary, 2002. (w/ Meschi)

French Direct Investment in the United States and Stock Market Value, *61st Annual Meeting of the Academy of Management*, Washington, 2001. (w/ Meschi)

Valuation Effect of Sino-French Joint Ventures, AIBSEAR 2001 Conference, *Business Alliances for Knowledge and Development in the Asia Pacific*, University of Wollongong, Jakarta, 2001. (w/ Meschi and White)

European Banking Strategy and Shareholder Value Creation, International Workshop, *Commercial Bank Management: International Practises and Development in Europe*, Fudan University & Bank of Shanghai, Center for European Studies, Shanghai, 2001. (w/ Meschi)

Sino-French Joint-Ventures' Formation and Shareholder Wealth, *International Symposium on Economic Globalization*, China Marketing Center, School of Marketing, Griffith University, Shanghai, 2000. (w/ Meschi)

European Direct Investments in China and Franco-Chinese Joint-Ventures, International Symposium on Cultural Dimensions in the Communication between China and EU, *Nanjing University & Chinese Academy of Social Sciences*, Nanjing, 2000. (w/ Meschi)

The relationship between Training & Economic Performance: Specificities of the French Context in the World Economy, *Third International Symposium on Multinational Business Management*, School of International Business, Nanjing University, Nanjing, 1999. (w/ Meschi)

Training: a new competitive resource? Strategic considerations of training in the French context, *Management at Crossroads*, Groningen Universitat, 1997. (w/ Meschi)

Another look at strategy-structure relationships: the resource-based view, *Conference of the International Association of Business Disciplines*, Orlando, 1997/. (w/ Moingeon and Ramanantsoa)

Building core competencies through organizational learning: the case of a French nuclear power producer, *16th annual conference of the Strategic Management Society*, Phoenix, 1996. (w/ Roux-Dufort)

Crisis Management as a source of competitive advantage, Conference on Risk and Crisis Management, *Annual Conference on Risk Management*, University of Bradford, 1996 (w/ Roux-Dufort)

The Relationship between Social Performance and Economic Performance: New Empirical Considerations in the French Context, *Annual Conference*, Society for the Advancement of Socio-Economics, HEC Paris, 1994. (w/ Meschi)

Conference presentations (in French)

La dynamique du développement des ressources: le cas de la Royale. *Journées des IAE*, IAE de Paris, September 2002. (w/ Meschi)

Ressources, compétences et capacités organisationnelles : repérage des concepts fondateurs de l'approche par les ressources. 4^{ème} colloque *Réseaux et Compétences*, Université de Corse, IAE de Corte, 2000.

Comment dépasser le débat entre approche par les ressources et approche par l'industrie ? Vers la notion de polyvalence stratégique. *Huitième Conférence Internationale de Management Stratégique*, AIMS, Ecole Centrale de Paris, 1999.

La transformation de l'environnement concurrentiel comme enjeu de l'approche fondée sur les ressources : l'exemple du Groupe SEB. *Journées des IAE*, Nantes, 1999.

Vision stratégique et formes d'apprentissage organisationnel : des stratégies d'adéquation aux stratégies d'intention. *Sixième Conférence Internationale de Management Stratégique*, AIMS, HEC Montréal, 1997. (w/ Roux-Dufort)

L'apprentissage organisationnel comme processus de développement des compétences centrales de l'entreprise : l'exemple de la gestion des crises à EDF. *Cinquième Conférence Internationale de Management Stratégique*, AIMS, IAE Lille, EDHEC, 1996. (w/ Roux-Dufort).

Les politiques de formation : implications stratégiques d'une approche fondée sur les ressources. *Quatrième Conférence Internationale de Management Stratégique*, AIMS, Université Paris IX - Dauphine - ESSEC, 1995 (w/ Meschi)

RESEARCH INTERESTS

- Performance of International Mergers & Acquisitions
- Disruptive & subversive strategies
- Organizational learning
- Leadership

ACADEMIC COMMITTEES

Reviewer for (past and/or present):

- Academy of Management Review
- Long Range Planning
- Academy of Management Conference, Business Policy and Strategy Division
- Academy of Management Conference, Critical Management Studies Division
- Revue Gestion (HEC Montreal)
- Revue Française de Gestion
- Revue Finance, Contrôle, Stratégie
- Association Internationale de Management Stratégique
- M@n@gement

PROFESSIONAL ASSOCIATIONS

Member, Academy of Management

TEACHING MATERIALS / AUTHORED CASES

« The *smart* : a Revolution in the Automotive Industry ? », Centrale des Cas et des Média Pédagogiques, Paris, 2001, 2004. (w/ Pin)

English version : “smart, an Automobile revolution ?”, ECCH, Cranfield.

« La Royale ou l'extraordinaire renaissance de la Marine Française sous Louis XIV », Centrale des Cas et des Média Pédagogiques, Paris, 2004. (w/ Meschi & Colin)

English version : “La Royale – or the Extraordinary Revival of the French Navy under Louis XIV”, ECCH, Cranfield.

TEACHING SPECIALITIES

- Strategic Options
- Corporate Strategy
- Advanced Strategy

EXECUTIVE SEMINARS

1998 - Present Executive seminars (strategy & management) for companies (Arcelor, Renault, Carrefour, Auchan, Groupama, Leroy Merlin, SNCF...)

1999 - 2007 Executive seminars (strategy), APM (French Association of CEO and executives): disruptive strategies

FEATURED IN THE PRESS

(selected)

- Les enjeux de L'EDHEC vus par Emmanuel Métais, NewsTank Player, 2018
<https://education.newstank.fr/fr/tour/news/131285/news-tank-player-enjeux-edhec-vus-emmanuel-metais.html>
- Le Premier Ministre à l'EDHEC, 2018, <https://www.lopinion.fr/edition/economie/emmanuel-metais-directeur-general-l-edhec-143878>
- L'Edhec met le cap sur « l'expérience éducative » et le numérique, 2018, Le Monde.fr,
<http://orientation.blog.lemonde.fr/2018/07/10/ledhec-met-le-cap-sur-lexperience-educative-et-le-numerique/>
- JT France 2, reportage sur le prix des Grandes Ecoles, octobre 2015.
- « Translating the MBA : How does EDHEC Business School ensure that its Asian students have the tools they need to succeed? », *Biz Ed*, April 2014.
- « Globish, vous avez dit Globish ? », Huffington Post, 18 June 2013
- « Les acquéreurs face aux agences de notation », Fusions et Acquisitions, Mars 2013. (w/ Véry)
- « Are B-Schools missing the Boat in Africa? », Business Week, 16 July 2012.
- « Classement The Economist », le Monde, 25 October 2012.
- « Réussir un MBA sans briser sa vie de famille », L'Expansion, 1 May 2012.
- « MBA, La bourse et la vie », Le Point, 12 April 2012.
- « Dossier MBA; Une sélection à l'entrée exigeante et très organisée », l'AGEFI, Feb. 2012.
- « Le Legal Knowledge Management : un avantage concurrentiel ? Pour une vision stratégique du LKM », Juriste d'entreprise Magazine, 15, 2012. (w/ Collard)
- « Made in France. Loin de tout protectionnisme, une stratégie offensive est indispensable », Le Monde, 25 April 2012. (w/ Véry)
- « Made in France: plutôt une Renault produite au Maroc ou une Toyota produite en France », Huffington Post, 7 March 2012. (w/ Véry)
- « Auto: le Made in France ne favorise pas toujours l'emploi », Le Figaro Economie, March 2012. (w: Véry)
- « Acheter Made in France est-il bénéfique pour l'emploi? » La Tribune.fr, 21 Feb. 2012.
- « Glocal View », Times of India, 10 Sept. 2011
- « Talvez seja o fim da lua de mel », O Globo, 03 July 2011
- « Bon des opérations de F&A », Le Temps, Genève, 27 April 2011.
- « Fusions-acquisitions : les dangers d'une lune de miel avant le mariage, Le Monde.fr et Yahoo.fr, 18 April 2011.
- « Développer son entreprise, en interne ou en externe? » Journal du Net, 18 April 2011
- « Learning from crime », The Financial Times, 12 July 2010.
- « Une fusion-acquisition se solde-t-elle par un échec? », La Tribune, February 2008.
- « Les fusions-acquisitions ne sont peut-être pas une si mauvaise affaire », Les Echos, 2008.
- « Une pression croissante sur les emplois de service », Le Figaro, October 2004.
- « Ben Laden et la spéculation boursière », Le Figaro, September 2001.
- « Notre palmarès des meilleures formations », Management, Dec. 2011.
- « Les MBA découvrent la vraie vie », L'Expansion, Oct. 2011.
- « Glocal View », Times of India, 19 September 2011.
- « Un MBA, mais à quel prix ? », Courrier Cadres, Sept. 2011.
- « Financement d'une formation onéreuse... », l'Usine Nouvelle, 29 Sept. 2011.
- « MBA et Management durable », Le Nouvel Economiste, 22 Sept. 2011.
- « Les MBA se piquent d'éthique », L'Express, 4 May 2011.
- « Les 10 règles à respecter pour choisir le bon MBA », Capital, 29 April 2011.
- « MBA : Les atouts des diplômés français », l'AGEFI, 3 March 2011.
- « Learning from crime », Financial Times, 11 July 2010.