# Felix PAPIER

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Département: Systèmes d'Information, Data Analytics et Opérations
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## INTERETS DE RECHERCHE

Sciences de la décision, Gestion des approvisionnements, Management des opérations, Recherche

## FORMATION

| | |
|---|---|
| 2008 | Ph.D. en Sciences de Gestion, University of Cologne, Allemagne |
| 2003 | Master of Science en Systèmes d'Information, Universität Münster, Allemagne |
| 2002 | Graduate student, University of Illinois, États-Unis |
| 2001 | Bachelor of Science en Systèmes d'Information, Universität Münster, Allemagne |

## EXPERIENCE PROFESSIONNELLE

### Positions académiques principales

| | |
|---|---|
| 2017 - Présent | Professeur, ESSEC Business School, France |
| 2012 - 2017 | Professeur associé, ESSEC Business School, France |
| 2011 - 2012 | Professeur assistant, ESSEC Business School, France |

### Autres affiliations académiques

| | |
|---|---|
| 2026 - 2029 | Directeur des Instituts, du développement et de l'impact, ESSEC Business School, France |
| 2023 - 2026 | Responsable de la Chaire d'Economie Circulaire, ESSEC Business School, France |
| 2017 - 2022 | Directeur général adjoint en charge des programmes pré-expérience, ESSEC Business School, France |
| 2006 - 2006 | Chercheur visitant, Hong Kong University of Science and Technology (HKUST), Chine |

### Autres expériences professionnelles

| | |
|---|---|
| 2008 - 2010 | Consultant en Management, McKinsey & Company, Allemagne |
| 2005 - 2006 | Consultant en Logistique, Thonemann GmbH, Allemagne |

## BOURSES, PRIX ET DISTINCTIONS

### Prix et Distinctions

2017 Best Working Paper Award du POMS College of Humanitarian Operations and Crisis Management pour son article "A Policy for Managing Operational Assets to Minimize Deprivation Costs" (avec Milad Keshvari, ESSEC PhD, Mahyar Eftekhar, Arizona State University).

2013 Top 10 rated professor, ESSEC Foundation Teaching Award, Fondation ESSEC

2012 Top 10 rated professor, ESSEC Foundation Teaching Award, Fondation ESSEC

### Bourses

2001 Ambassadorial Scholar, Rotary International Foundation, États-Unis

## PUBLICATIONS

### Articles

MODER, P., HOBERG, K. et PAPIER, F. (2026). Decision Threshold Setting in Binary Classification Problems—A Behavioral Lens. *Journal of Operations Management*, In press.

KUMAWAT, G.L., PAPIER, F. et ROY, D. (2026). Dynamic capacity allocation under service-dependent demand and market exit risk. *European Journal of Operational Research*, In press.

RAMANI, V. et PAPIER, F. (2025). Collaboration Between an Airline and Railways to Reduce the Cancellation-Risk of Waitlisted Passengers and Improve Seat Utilization. *Service Science*, 17(2-3), pp. 92-110.

PAPIER, F., TANG, C.S. et PARAPPATHODI, J.M. (2025). Forced Labor in Labor Supply Chains: Contracting and Information Asymmetry. *Manufacturing and Service Operations Management*, 28(2), pp. 643-662.

ZHAO, Y., PAPIER, F. et TEO, C.P. (2024). Market Thickness in Online Food Delivery Platforms: The Impact of Food Processing Times. *Manufacturing and Service Operations Management*, 26(3), pp. 853-872.

DUHAYLONGSOD, J.B., PAPIER, F. et ÖNCÜLER, A. (2023). Reference-Dependent Preferences in Flat Penalty Service-Level Contracts. *Journal of Operations Management*, 69(7), pp. 1219-1234.

KESHVARI FARD, M., LJUBIC, I. et PAPIER, F. (2022). Budgeting in International Humanitarian Organizations. *Manufacturing & Service Operations Management*, 24(3), pp. 1562-1577.

LIU, B. et PAPIER, F. (2022). Remanufacturing of Multi-Component Systems with Product Substitution. *European Journal of Operational Research*, 301(3), pp. 896-911.

PAPIER, F. et THONEMANN, U.W. (2021). The Effect of Social Preferences on Sales and Operations Planning. *Operations Research*, 69(5), pp. 1368–1395.

KESHVARI, F., EFTEKHAR, M. et PAPIER, F. (2019). An Approach for Managing Operating Assets for Humanitarian Development Programs. *Production and Operations Management*, 28(8), pp. 2132-2151.

WAGNER, S., BADORF, F., HOBERG, K. et PAPIER, F. (2019). How Supplier Economies of Scales Drive Supplier Selection Decisions. *Journal of Supply Chain Management*, 55(3), pp. 45-67.

LI, Y., LAN, Y. et PAPIER, F. (2018). Competition and Coordination in a Three-Tier Supply Chain with Differentiated Channels. *European Journal of Operational Research*, 269(3), pp. 870-882.

PAPIER, F. (2016). Managing Electricity Peak Loads in Make-To-Stock Manufacturing Lines. *Production and Operations Management*, 25(10), pp. 1709-1726.

PAPIER, F. (2016). Supply Allocation Under Sequential Advance Demand Information. *Operations Research*, 64(2), pp. 341-361.

COMHAIRE, P. et PAPIER, F. (2015). Syngenta Uses a Cover Optimizer to Determine Production Volumes for Its European Seed Supply Chain. *Interfaces*, 45(6), pp. 501-513.

MAKOWSKI, V.T., PAPIER, F. et WALTER, F. (2012). Einkauf in unsicheren Zeiten (Procurement in Unsecure Times). *Harvard Business Manager*, pp. 8-12.

PAPIER, F. et THONEMANN, U. (2011). Capacity Rationing in Rental Systems with Two Customer Classes and Batch Arrivals. *Omega*, 39(1), pp. 73-85.

PAPIER, F. et THONEMANN, U. (2010). Capacity Rationing in Stochastic Rental Systems with Advance Demand Information. *Operations Research*, 58, pp. 274-288.

PAPIER, F. et THONEMANN, U. (2008). Queuing Models for Sizing and Structuring Rental Fleets. *Transportation Science*, 42(3), pp. 302-317.

PAPIER, F., WOLFF, R.W. et THONEMANN, U. (2007). On the convexity of loss probabilities when arrivals occur in batches and servers are heterogeneous. *Operations Research Letters*, 35, pp. 467-471.

### Chapitres d'ouvrage

KESHVARI FARD, M. et PAPIER, F. (2023). Collaboration in Humanitarian Operations in the Context of the COVID-19 Pandemic. Dans: Rico Merkert, Kai Hoberg eds. *Global Logistics and Supply Chain Strategies for the 2020s*. 1st ed. Cham: Springer International Publishing, pp. 339-356.

PAPIER, F. (2018). Comment gérer la complexité de la supply chain de tout simplisme. Dans: *Complexité et organisations : faire face aux défis de demain*. 1st ed. Eyrolles, pp. 217-228.

PAPIER, F. et THONEMANN, U. (2018). Supply Chain Management. Dans: Horst Tempelmeier (ed.). *Begriff der Logistik, logistische Systeme und Prozesse*. 1st ed. Berlin: Springer, pp. 29-54.

PAPIER, F. et THONEMANN, U. (2008). Foundations of Supply Chain Management. Dans: *Handbuch Logistik (in German)*. 1st ed. Berlin: Springer.

### Conférences

REZAEE VESSAL, S., SHANTIA, A. et PAPIER, F. (2026). Supply Chain Due Diligence Regulation's Impact on Firm Profitability and Social Value. Dans: 2026 Production and Operations Management Society (POMS) Annual Conference. Reno.

PAPIER, F. (2025). The circular Building-as-Material-Bank business model to gain competitive advantage in sourcing. Dans: 35th Annual POMS Conference 2025. Atlanta.

HUMAWAT, G., ROY, D. et PAPIER, F. (2024). Optimal Capacity Allocation to an Automotive OEM Facing Service-dependent Demand and Market Exit Risk. Dans: 8th Stochastic Modelling Workshop (StochMod 2024) / EURO. Milan.

PAPIER, F. (2024). The Role of Operations & Supply Chains in Transforming Companies and Communities. Dans: Science & Society 2024. Cergy.

PAPIER, F. et ZHAO, Y. (2023). Scheduling Customer-preference-based Field Appointments Under Uncertainty. Dans: 2023 Institute for Operations Research and the Management Sciences (INFORMS) Annual Meeting. Phoenix.

TANG, C.S., PAPIER, F. et PARAPPATHODI, J. (2023). Eliminating Forced Labor and Coercion in the Labor Supply Chain. Dans: 2023 Production and Operations Management Society (POMS) Annual Conference. Orlando.

ZHAO, Y., PAPIER, F. et TEO, C.P. (2022). Market Thickness In Online Food Delivery Platforms: The Impact Of Food Processing Times. Dans: 2022 Institute for Operations Research and the Management Sciences (INFORMS) Annual Meeting. Indianapolis.

RAMANI, V. et PAPIER, F. (2022). Improving Service Capacity via Coopetition. Dans: 2022 Manufacturing & Service Operations Management Conference. Munich.

PAPIER, F., DUHAYLONGSOD, J.B. et ONCULER, A. (2021). The Impact of Incentives on Consensus Forecasting in Sales and Operations Planning has been accepted. Dans: 2021 Manufacturing and Service Operations Management Conference. Virtual.

LIU, B. et PAPIER, F. (2020). Remanufacturing of Multi-Component Systems with Product Substitution. Dans: 31st POMS Annual Conference 2020.

ZHAO, Y. et PAPIER, F. (2019). Call-Center-Based Scheduling of Sales Field Visits. Dans: 30th Annual POMS Conference. Washington.

ZHAO, Y. et PAPIER, F. (2019). Policies for Call-Center-Based Scheduling of Sales Visits. Dans: 2019 MSOM Annual Meeting.

ZHAO, Y. et PAPIER, F. (2018). Heuristics for Call-Center-Based Scheduling of Field Visits. Dans: 7th Meeting of the EURO Working Group on Stochastic Modelling (StochMod 2018).

KESHVARI, M., PAPIER, F. et EFTEKHAR, M. (2016). Fleet Management for Humanitarian Development Programs with Uncertain Budget. Dans: Biennial Conference of the EURO Working Group on Stochastic Modeling.

PAPIER, F., THONEMANN, U. et GULLY, T. (2016). Group Identity to Manipulate Social Preferences in Sales and Operations Planning. Dans: 2016 Institute for Operations Research and the Management Sciences (INFORMS) Annual Meeting.

PAPIER, F. (2015). Group Identity to Manipulate Social Preferences in Supply Chains with Costly Effort. Dans: 2015 Annual Conference of the Manufacturing & Service Operations Management (MSOM) Society.

PAPIER, F. (2015). Managing Electricity Peak Loads in MaketoStock Manufacturing Lines. Dans: 2015 Institute for Operations Research and the Management Sciences (INFORMS) Annual Meeting.

PAPIER, F. (2014). Supply Allocation under Advance Demand Information. Dans: 2014 Production and Operations Management Society Annual Meeting.

PAPIER, F. (2014). Supply Allocation under Advance Demand Information. Dans: Joint Meeting of the GOR and the EURO Working Group on Stochastic Modeling (StochMod) 2014.

PAPIER, F. (2014). Supply Allocation under Advance Demand Information. Dans: 2014 INFORMS Annual Meeting.

PAPIER, F., GULLY, T. et THONEMANN, U. (2014). The Effect of Group Identity on Supply Chain Forecasting and Ordering. Dans: 2014 INFORMS Annual Meeting.

PAPIER, F. (2013). Control of Make-to-Stock Manufacturing Lines with Convex Marketing Costs. Dans: 26th EURO – INFORMS Joint International Conference.

PAPIER, F. (2012). Energy Management in Make-to-Stock Manufacturing Lines with Backordering. Dans: 4th Meeting of the EURO Working Group on stochastic Modeling 2012.

PAPIER, F. (2012). Sequential Advance Demand Information in Supply Allocation. Dans: 2012 INFORMS Manufacturing & Service Operations Management (MSOM) Conference.

PAPIER, F. (2011). Advance Demand Information in Multi-Location Inventory Allocation Settings. Dans: IFORS 2011 Conference.

PAPIER, F. et THONEMANN, U. (2007). Capacity Rationing in Stochastic Rental Systems with Advance Demand Information. Dans: INFORMS Annual Meeting 2007. Seattle.

PAPIER, F. et THONEMANN, U. (2007). Capacity Rationing in Stochastic Rental Systems with Advance Demand Information. Dans: GOR Annual Meeting. Saarbruecken.

PAPIER, F. (2006). Optimizing Fleet Size and Structure of a Rail Car Rental System with Seasonal and Batched Demand. Dans: INFORMS International 2006. Hong Kong.

### Etudes de cas publiées

PAPIER, F. (2025). Buildings as Material Banks (Bamb): A New Circular Business Model for Bouygues Construction? ESSEC Business School.

PAPIER, F. (2015). Narayana Hospitals - Innovation management services in healthcare. ESSEC Business School.

### Presse

PAPIER, F. et TANG, C. (2022). Les entreprises européennes devront passer au crible l'ensemble des activités de leurs sous-traitants et des sous-traitants de leurs sous-traitants. *Le Monde*.

PAPIER, F. et TANG, C. (2022). Chaînes d'approvisionnement : trop complexes pour être sûres ? *Les Echos*.

## AUTRES ACTIVITES DE RECHERCHE

### Affiliations

| | |
|---|---|
| Depuis 2011 | Membre de l'INFORMS |
| Depuis 2011 | Membre de POMS |
| Depuis 2011 | Membre d'EURO StochMod |

### Supervision de thèses / HDR

| | |
|---|---|
| 2020 | Y. ZHAO (ESSEC Business School), Co-directeur de thèse, Premier Poste : Assistant professor - Durham University |
| 2019 | Jose Benedicto DUHAYLONGSOD (ESSEC Business School), Co-directeur de thèse, Premier Poste : Post Doc - University of Cologne |
| 2018 | Milad KESHVARI FARD (ESSEC Business School), Co-directeur de thèse, Premier Poste : Assistant Professor - Newcastle University Business School |
| 2018 | Baolong LIU (ESSEC Business School), Co-directeur de thèse, Premier Poste : Post doc - Arizona State University |

## ACTIVITES PROFESSIONNELLES

### Consulting

2009 - 2010 Relecteur, Compétition de Business Plan NUK, Cologne, Germany

## SERVICE

Depuis 2017 Member of the Conseil des Etudes, CentraleSupélec, France

2014 - 2017 General secretary and elected member of the ESSEC Senate, ESSEC Business School, France