

# Jérôme BARTHELEMY

Professor

Department: Management

ESSEC Business School

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## RESEARCH INTERESTS

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Strategy

## EDUCATION

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- |      |   |
|------|---|
| 2000 | Ph.D. in Strategic Management, HEC Paris, France                                |
| 1995 | Master of Research in Strategic Management, Université Paris X Nanterre, France |
| 1993 | MSc of Science in Management, ESSEC Business School, France                     |

## EMPLOYMENT

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### Full-time academic positions

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|----------------|--|
| 2008 - Present | Professor, ESSEC Business School, France           |
| 2004 - 2008    | Associate Professor, ESSEC Business School, France |
| 2002 - 2004    | Assistant Professor, ESSEC Business School, France |

### Other affiliations and appointments

- |             |   |
|-------------|---|
| 2025 - 2026 | Academic director ESP LEAD Advanced Management Program, ESSEC Business School, France           |
| 2021 - 2024 | Deputy Dean for Post expérience programs, ESSEC Business School, France                         |
| 2019 - 2019 | Visiting Professor, New York University, United States of America                               |
| 2015 - 2015 | Visiting Research Scholar, Stanford University, United States of America                        |
| 2010 - 2010 | Visiting Research Scholar, Cambridge University, United Kingdom                                 |
| 2006 - 2006 | Visiting Research Scholar, Stanford University, United States of America                        |
| 2001 - 2001 | Visiting Research Scholar, University of California, United States of America                   |
| 1998 - 2002 | Assistant Professor at the International Strategy Departement, Audencia Business School, France |

## GRANTS AND HONORS

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## Awards and Honors

- 2017 FNEGE / EFMD Prize for the best management book for "Libérer la compétitivité" (Pearson, 2016)
- 2017 Fondation ESSEC's Prize for Research for "The Impact of Technical Consultants on the Quality of their Clients' Products: Evidence from the Bordeaux Wine Industry", ESSEC Foundation
- 2016 8th in "LinkedIn Top Voices" for France, the ranking of the most influent francophone contributors on LinkedIn in 2016
- 2012 Finalist Paper for the Best Paper Prize at Strategic Management Society Best Conference Paper Prize for the paper, "The Influence of Consultants on Performance: Evidence from the Bordeaux Wine Industry" in Prague
- 2002 FNAC-Andersen Prize of the Company Book for "Stratégie d'externalisation" (Dunod, 2001)

## PUBLICATIONS

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### Journal Articles

- BARTHELEMY, J. (2025). Une origine étrangère est-elle un avantage ou un désavantage pour un réseau de franchise ? *Management International*, 29(1), pp. 119-127.
- BARTHELEMY, J. (2025). Hitting the ground running: When is individual performance portable? *Journal of Business Research*, 197(115464), pp. 1-7.
- BARTHELEMY, J. and MOTTIS, N. (2025). To Drive Innovation, Create the Conditions for Serendipity. *Harvard Business Review*, Digital article.
- BARTHELEMY, J. (2024). The Best Broths Are Cooked in the Oldest Pans: An Empirical Test of the Practice-based View in the Wine Industry. *Strategic Organization*, 22(2), pp. 408-423.
- BARTHELEMY, J. (2024). All Business Strategies Fall into 4 Categories. *Harvard Business Review*, Digital Article.
- BARTHELEMY, J. (2023). Avoiding predictable surprises: Lessons from the fire at Notre Dame de Paris. *Organizational Dynamics*, 52(2), pp. 100966.
- BARTHELEMY, J. (2022). Identité organisationnelle et décisions de 'faire ou faire faire' : une étude sur la parfumerie de luxe française. *Revue Française de Gestion*, 48(302), pp. 87-101.
- BARTHELEMY, J., GRAF, N. and KARABURUN, R. (2021). Good but not so great: The impact of chain affiliation on guest satisfaction and guest satisfaction extremeness. *International Journal of Hospitality Management*, 94, pp. 102828.
- BARTHELEMY, J. (2020). The Impact of Economic Development and National Culture on Management Consulting Expenditures: Evidence from Europe and North America. *European Management Review*, 17(1), pp. 185-196.
- BARTHELEMY, J. (2018). Why Best Practices Often Fall Short. *MIT Sloan Management Review*, 59(3), pp. 85-87.
- BARTHELEMY, J. (2017). The Impact of Technical Consultants on the Quality of their Clients' Products: Evidence from the Bordeaux Wine Industry. *Strategic Management Journal*, 38(5), pp. 1174-1190.
- BARTHELEMY, J. (2017). Does It Pay to Hire Consultants? Evidence from the Bordeaux Wine Industry. *Harvard Business Review*, Digital Article.

- BARTHELEMY, J. (2016). Pourquoi la plupart des entreprises n'ont pas de stratégie. *Harvard Business Review (France)*, pp. 16.
- DENIS, J.P. and BARTHELEMY, J. (2015). Les articles les plus influents de la Revue Française de Gestion. *Revue Française de Gestion*, (253), pp. 7-20.
- BARTHELEMY, J. (2014). L'influence du statut social et de la réputation à l'international sur la capacité à exporter : le cas des propriétés viticoles bordelaises. *Management International*, 18(4), pp. 45-54.
- VRANCEANU, R. and BARTHELEMY, J. (2012). Knowledge in Economics and Economic Reform: An Analysis of Survey Data from a French Business School. *Revue Economique*, 63(6), pp. 1193-1208.
- BARTHELEMY, J. (2012). Pour une recherche en gestion conciliant rigueur et pertinence. *Revue Française de Gestion*, (228), pp. 269-283.
- BARTHELEMY, J. (2012). Stratégie : croyances et pièges de l'imitation. *Expansion Management Review*, (144), pp. 107-114.
- BARTHELEMY, J. (2011). Agency and Institutional Influences on Franchising. *Journal of Business Venturing*, 26(1), pp. 93-103.
- BARTHELEMY, J. (2011). The Disney-Pixar Relationship Dynamics: Lessons for Outsourcing vs. Vertical Integration. *Organizational Dynamics*, 40(1), pp. 43-48.
- BARTHELEMY, J. (2010). Gérer et Comprendre : L'influence du critique américain Robert Parker dans l'univers du vignoble bordelais. *Gérer et Comprendre*, (101), pp. 60-71.
- BARTHELEMY, J. (2009). Externalisation : le manque de contrat tue, l'excès aussi. *L'Expansion Management Review*, (135), pp. 122-127.
- BARTHELEMY, J. (2009). Le choix de la franchise ou de l'intégration verticale : une étude empirique. *Management International*, 13(4), pp. 65-72.
- BARTHELEMY, J. (2008). Opportunism, Knowledge and the Performance of Franchise Chains. *Strategic Management Journal*, 29(13), pp. 1451-1463.
- BARTHELEMY, J. and DONADA, C. (2007). L'externalisation : un choix stratégique. *Revue Française de Gestion*, 33(177), pp. 97-99.
- BARTHELEMY, J. and DONADA, C. (2007). Une approche intégrée. *Revue Française de Gestion*, pp. 101-111.
- BARTHELEMY, J. and QUELIN, B.V. (2006). Complexity of Outsourcing Contracts and Ex Post Transaction Costs: An Empirical Investigation. *Journal of Management Studies*, pp. 1776-1797.
- BARTHELEMY, J. (2006). Création et appropriation de la valeur dans un partenariat : le cas Disney-Pixar. *Revue Française de Gestion*, pp. 141-155.
- BARTHELEMY, J. (2006). La renégociation des contrats d'externalisation : une analyse empirique. *Finance Contrôle Stratégie*, pp. 5-29.
- BARTHELEMY, J. (2006). The Experimental Roots of Revolutionary Vision. *Sloan Management Review*, pp. 81-84.
- BARTHELEMY, J. and GEYER, D. (2005). An Empirical Investigation of IT Outsourcing Versus Quasi-outsourcing in France and Germany. *Information and Management*, pp. 532-542.

- BARTHELEMY, J. (2004). Comment réussir une opération d'externalisation : une approche par les coûts de transaction et les ressources. *Revue Française de Gestion*, pp. 9-30.
- BARTHELEMY, J. (2004). La performance des opérations d'externalisation : une analyse empirique des déterminants. *Economies et Sociétés*, pp. 1737-1757.
- BARTHELEMY, J. and CHALAYE, S. (2004). L'externalisation d'activités de service : une analyse en termes de bénéfices et de risques. *Gestion 2000*, pp. 89-103.
- BARTHELEMY, J. (2004). The Administrative Productivity of US Franchisors: An Empirical Investigation. *Economics Letters*, pp. 115-121.
- BARTHELEMY, J. and GEYER, D. (2004). The Determinants of Total IT Outsourcing: An Empirical Investigation of French and German Firms. *Journal of Computer Information Systems*, pp. 91-97.
- BARTHELEMY, J. (2003). Quelques enseignements d'une opération d'externalisation ratée. *Revue Française de Gestion Industrielle*, pp. 47-54.
- BARTHELEMY, J. and GONARD, T. (2003). Quels déterminants pour les frontières de la firme ? *Revue Française de Gestion*, pp. 67-80.
- BARTHELEMY, J. (2003). The Hard and Soft Sides of IT Outsourcing Management. *European Management Journal*, pp. 539-548.
- BARTHELEMY, J. (2003). The Seven Deadly Sins of Outsourcing. *Academy of Management Executive*, pp. 87-100.
- BARTHÉLEMY, J. (2002). Comment l'externalisation vient aux entreprises. *Expansion Management Review*, pp. 44-53.
- BARTHÉLEMY, J. and GEYER, D. (2001). IT Outsourcing: Findings from an Empirical Survey in France and Germany. *European Management Journal*, pp. 195-202.
- BARTHÉLEMY, J. (2001). Outsourcing et création de valeur. *Analyse Financière*, pp. 33-38.
- BARTHÉLEMY, J. (2001). The Hidden Costs of IT Outsourcing. *MIT Sloan Management Review*, pp. 60-69.
- BARTHÉLEMY, J. (2000). L'externalisation au coeur du métier. *Expansion Management Review*, pp. 91-98.
- BARTHÉLEMY, J. (2000). L'outsourcing : une approche en termes de coûts de transaction et de ressources. *Gestion 2000*, pp. 91-109.

#### Books and book editor

- BARTHELEMY, J. (2026). *N'oubliez pas la stratégie ! Les meilleurs leaders misent toujours sur la stratégie*. 1st ed. Malakoff: Dunod.
- BARTHELEMY, J. (2024). *Myths of Strategy [Arab version]*. Jarir.
- BARTHELEMY, J. (2022). *Myths of strategy*. 1st ed. London: Kogan Page Ltd.
- BARTHELEMY, J. (2019). *Tout ce que vous savez sur le management ... est faux*. Dunod, 160 pages.
- BARTHELEMY, J. (2016). *Libérer la compétitivité*. Pearson, 208 pages.
- BARTHELEMY, J. (2007). *Stratégie d'externalisation*. Dunod, 204 pages.
- BARTHELEMY, J. (2004). *Stratégies d'externalisation*. Dunod, 192 pages.

BARTHELEMY, J. and MOTTIS, N. [Eds] (2016). *À la pointe du management [Label FNEGE 2017]*. Dunod, 202 pages.

### Book chapters

BARTHELEMY, J. (2016). Toute la stratégie d'entreprise - L'intégration verticale et externalisation. In: *STRATEGOR - Toute la stratégie d'entreprise*. 1st ed. Dunod, pp. 183-220.

BARTHELEMY, J. (2013). Logical Incrementalism. In: *Encyclopedia of Management Theory*. 1st ed. SAGE Publications.

BARTHELEMY, J. (2013). Toute la stratégie d'entreprise - L'externalisation stratégique. In: *STRATEGOR - Toute la stratégie d'entreprise*. 1st ed. Dunod, pp. 200-219.

BARTHELEMY, J. and DONADA, C. (2009). Frontières de l'organisation et de l'entreprise. In: *Stratégies - Concepts, méthodes, mise en œuvre*. 2 ed. Dunod, pp. 263-277.

BARTHELEMY, J. (2008). Population-level Learning and the Evolution of IT Outsourcing Decisions. In: *Advances in Management Information Systems - Information Technology Outsourcing*. 1st ed. M.E. Sharpe, pp. 25-35.

BARTHELEMY, J. (2007). Externaliser pour innover: trois approches à connaître. In: *L'art de l'innovation*. 1st ed. L'Harmattan, pp. 51-56.

BARTHÉLEMY, J., FULCONIS, F. and MOTHE, C. (2001). Les coopérations inter-organisationnelles : approche théorique et illustrations. In: *Stratégies : Actualité et futurs de la recherche*. 1st ed. Paris: Vuibert, pp. 293-302.

BARTHÉLEMY, J. and QUELIN, A. (2001). L'externalisation stratégique. In: *L'Art de la Gestion des Risques*. 1st ed. Paris: Village Mondial, pp. 181-188.

### Conference proceedings

BARTHELEMY, J. (2006). Les mécanismes de création et d'appropriation de la valeur dans une relation interorganisationnelle : une analyse du cas Disney-Pixar. In: *Actes de la 15ème Conférence de l'AIMS (Association Internationale de Management Stratégique)*. Association Internationale de Management Stratégique (AIMS).

BARTHELEMY, J. (2004). La performance des opérations d'externalisation : une analyse empirique des déterminants. In: *Actes de la 13ème Conférence de l'AIMS (Association Internationale de Management Stratégique)*. Association Internationale de Management Stratégique (AIMS).

BARTHELEMY, J. (2004). Les renégociations des contrats d'externalisation : une étude empirique. In: *Actes de la 13ème Conférence de l'AIMS (Association Internationale de Management Stratégique)*. Association Internationale de Management Stratégique (AIMS).

BARTHELEMY, J. (2004). The Determinants of U.S. Franchisors International Involvement. In: *Proceedings of the 24th Annual Conference of the SMS (Strategic Management Society)*. Strategic Management Society (SMS).

BARTHELEMY, J. and GONARD, T. (2003). Quels déterminants pour les frontières de la firme ? Le cas du calcul scientifique. In: *Actes de la 12ème Conférence de l'AIMS (Association Internationale de Management Stratégique)*. Association Internationale de Management Stratégique (AIMS).

BARTHELEMY, J. and QUELIN, B.V. (2002). The Impact of the Three Dimensions of Asset Specificity on the Complexity of Outsourcing Contracts: An Empirical Investigation. In: *Proceedings of the SMS 22nd Annual International Conference*. Strategic Management Society (SMS).

## Conferences

- OPERTI, E. and BARTHELEMY, J. (2019). The Impact of Role Configurations on Product Visibility and Quality Ratings in the Video Game Industry. In: 2019 Organizing Creativity in the Innovation Journey.
- BARTHELEMY, J. and OPERTI, E. (2016). The « Innovate or Die » Myth. In: 36th Strategic Management Society (SMS) Annual International Conference.
- OPERTI, E. and BARTHELEMY, J. (2014). Visibility or Quality? The Influence of Vertical Specialization on Product Performance in the Video Game Industry (1980-2011). In: 2014 Academy of Management Annual Meeting.
- OPERTI, E. and BARTHELEMY, J. (2014). Visibility or Quality? The Influence of Vertical Specialization on Product Performance in the Video Game Industry. In: 34th Strategic Management Society (SMS) Annual International Conference.
- BARTHELEMY, J. (2012). Does the "Plural Form" Enhance Performance? Evidence from the U.S. Hotel Industry. In: 32nd Strategic Management Society Annual International Conference 2012.
- BARTHELEMY, J. (2012). The Influence of Consultants on Performance: Evidence from the Bordeaux Wine Industry. In: 32nd Strategic Management Society Annual International Conference 2012.
- BARTHELEMY, J. (2010). Transfer of Tacit Knowledge, Chain Operator Legitimacy and the Price of Franchise. In: 30th SMS Annual International Conference 2010.

## Prefaces of a book

- BARTHELEMY, J. and MOTTIS, N. (2016). Introduction général : théories et pratiques en management. In: *À la pointe du management*. 1st ed. Dunod, pp. 1-13.

## Working Papers

- VRANCEANU, R. and BARTHELEMY, J. (2011). *Knowledge in Economics and Economic Reform: An Analysis of French Survey Data*. ESSEC Business School.

## Published Cases

- BARTHELEMY, J. (2010). Disney-Pixar. ESSEC Business School.
- BARTHELEMY, J. (2009). Ikea: les fondements d'une stratégie révolutionnaire. ESSEC Business School.

## Press

- BARTHELEMY, J. (2025). « Faut-il être pour ou contre le télétravail ? ». *Le Monde*.
- BARTHELEMEY, J. (2025). Comment l'IA fait mieux que les médecins pour la compétence et l'empathie. *Xerfi Canal*.
- BARTHELEMY, J. (2023). A predictable surprise: how the Notre Dame fire could have been avoided. *ESSEC Knowledge*.
- BARTHELEMY, J. (2017). Pourquoi David l'emporte-t-il (presque) toujours sur Goliath? *Reflets*, pp. 60-61.
- BARTHELEMY, J. (2016). En matière d'innovation, ne croyez pas aux héros ! *Harvard Business Review (France) : Chroniques d'experts*, pp. 59.
- BARTHELEMY, J. (2016). Et s'il valait mieux imiter ses concurrents ? *Harvard Business Review (France) : Chroniques d'experts*, pp. 65.

BARTHELEMY, J. (2016). Pourquoi la plupart des entreprises n'ont pas de stratégie. *Harvard Business Review (France) : Chroniques d'experts*, pp. 59.

BARTHELEMY, J. (2013). La recherche en gestion, un outil sous-utilisé. *Le Monde*, pp. 8.

BARTHELEMY, J. (2008). IT Outsourcing: The Goldilocks Strategy. *The Wall Street Journal*.

BARTHELEMY, J. (2008). Une veille à entretenir. *Le Nouvel Economiste*, pp. 34.

BARTHELEMY, J. (2006). Externaliser pour innover : trois grandes approches. *Les Echos*, pp. 12.

## **OTHER RESEARCH ACTIVITIES**

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### **Chief Editor**

2010 - 2013 Revue Française de Gestion

### **Editorial Board Membership**

2019 Revue Interdisciplinaire Management, Homme & Entreprise (RIMHE)

Since 2016 Gérer et Comprendre

2011 - 2016 Management International

2006 - 2021 Revue Française de Gestion

### **Affiliations**

Since 2000 Member of the Association Internationale de Management Stratégique (AIMS)

Since 2000 Member of the Academy of Management (AOM)

Since 2000 Member of the Strategic Management Society (SMS)

## **PROFESSIONAL ACTIVITIES**

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### **Other professional activities**

2013 - Present Apm Expert - Association Progrès du Management