Felix PAPIER

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Department: Information Systems, Data Analytics and Operations
ESSEC Business School
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RESEARCH INTERESTS

Decision Sciences, Supply Chain Management, Operations Management, Operations Research

EDUCATION

2008	Ph.D. in Operations Research, University of Cologne, Germany
2003	Master of Science in Information Systems, University of Münster, Germany
2002	Graduate student, University of Illinois, United States of America
2001	Bachelor of Science in Information Systems, University of Münster, Germany

EMPLOYMENT

Full-time academic positions

2017 - Present	Professor, ESSEC Business School, France
2012 - 2017	Associate Professor, ESSEC Business School, France
2011 - 2012	Assistant Professor, ESSEC Business School, France

Other affiliations and appointments

2026 - 2029	Associate Dean for Institutes, Development & Impact, and member of the Executive Committee, ESSEC Business School, France
2023 - 2026	Holder of the ESSEC Global Circular Economy Chair, ESSEC Business School, France
2017 - 2022	Dean of pre-experience programs, ESSEC Business School, France
2006 - 2006	Research visit, Hong Kong University of Science and Technology (HKUST), China

Other professional experiences

2008 - 2010	Management consultant, McKinsey & Company, Germany
2005 - 2006	Supply chain consultant, Thonemann GmbH, Germany

GRANTS AND HONORS

Awards and Honors

2017 Best Paper Award, POMS « College of Humanitarian Operations and Crisis Management » for the article « A Policy for Managing Operational Assets to Minimize Deprivation Costs » (with Milad Keshvari, ESSEC PhD, and Mahyar Eftekhar, Arizona State University).

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

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Grants

2001 Ambassadorial Scholar, Rotary International Foundation, United States of America

PUBLICATIONS

Journal Articles

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

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

RAMANI, V. and 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. and 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. and 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. and 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. and PAPIER, F. (2022). Budgeting in International Humanitarian Organizations. *Manufacturing & Service Operations Management*, 24(3), pp. 1562-1577.

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

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

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

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

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

PAPIER, F., WOLFF, R.W. and 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.

Book chapters

KESHVARI FARD, M. and PAPIER, F. (2023). Collaboration in Humanitarian Operations in the Context of the COVID-19 Pandemic. In: 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. In: *Complexité et organisations : faire face aux défis de demain*. 1st ed. Eyrolles, pp. 217-228.

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

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

Conferences

REZAEE VESSAL, S., SHANTIA, A. and PAPIER, F. (2026). Supply Chain Due Diligence Regulation's Impact on Firm Profitability and Social Value. In: 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. In: 35th Annual POMS Conference 2025. Atlanta.

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

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

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

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

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

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

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

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

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

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

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

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

PAPIER, F., THONEMANN, U. and GULLY, T. (2016). Group Identity to Manipulate Social Preferences in Sales and Operations Planning. In: 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. In: 2015 Annual Conference of the Manufacturing & Service Operations Management (MSOM) Society.

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

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

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

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

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

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

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

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

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

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

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

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

Published Cases

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.

Press

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

OTHER RESEARCH ACTIVITIES

Affiliations

Since 2011	Member of INFORMS
Since 2011	Member of POMS
Since 2011	Member of EURO StochMod

PhD Supervision

2020	Y. ZHAO (ESSEC Business School), Thesis co-director, First Placement: Assistant professor - Durham University
2019	Jose Benedicto DUHAYLONGSOD (ESSEC Business School), Thesis co-director, First Placement: Post Doc - University of Cologne
2018	Milad KESHVARI FARD (ESSEC Business School), Thesis co-director, First Placement: Assistant Professor - Newcastle University Business School

2018 Baolong LIU (ESSEC Business School), Thesis co-director, First Placement: Post doc - Arizona State University

PROFESSIONAL ACTIVITIES

Consulting

2009 - 2010 Referee, business plan competition NUK, Cologne, Germany

SERVICE

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

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