Ashok SOM

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RESEARCH INTERESTS

Entrepreneurship, Human Resources, International Business, Management, Organizational Theory,

EDUCATION

2014	HDR, Université Cergy-Pontoise, France
2002	Ph.D. in Business Management, Indian Institute of Management Ahmedabad, India
1995	Master of Technology (M.Tech, Applied Geology), Indian Institute of Technology (IIT), India
1993	Master of Science (M.Sc, Applied Geology), Indian Institute of Technology (IIT), India
1991	Bachelor of Science (B.Sc), Presidency College, India

EMPLOYMENT

Full-time academic positions

2010 - Present	Professor, ESSEC Business School, France
2005 - 2010	Associate Professor, ESSEC Business School, France
2002 - 2005	Assistant Professor, ESSEC Business School, France

Other affiliations and appointments

2020 - 2026	Founding Director of ESSEC-Parsons Executive Masters in Luxury Management, ESSEC Business School, France
2016 - 2020	Founding Director of ESSEC-Bocconi Executive Masters in Luxury Management, ESSEC Business School, France
2009 - 2013	Associate Dean and Director, Global MBA Program, ESSEC Business School, France
2001 - 2002	Visiting Professor, ESSEC Business School, France
2019 - 2020	Hindustan Unilever Visiting Faculty at IIM Calcutta 2019 - 2020, Indian Institute of Management Calcutta, India
2017 - Present	Visiting Professor, Graduate School of Business Administration, Keio University, Japan

2010 - 2015	Visiting Professor, Indian Institute of Management Ahmedabad, India
2010 - Present	Visiting Professor, Mannheim Business School, Germany
2008 - 2010	Director of ESSEC-IIMA Global Management Program on Luxury & Retail Management, Indian Institute of Management Ahmedabad, India
2005 - 2005	Visiting Professor, Graduate School of Business Administration, Keio University, Japan
2004 - 2004	Visiting Professor, Department of Management Sciences and Decision Making, Tamkang University, China
2003 - 2003	Visiting Professor, Graduate School of Business Administration, Keio University, Japan

Other professional experiences

2000 - 2001	Internship, in France with HR & Integration Department, Cement Division., Lafarge, France
1998 - 1998	Summer Placement. I was responsible for designing a Human Resource Information System (HRIS) for their offices at Mumbai and Delhi, India, STAR TV India, India
1997 - 1997	Sr. Executive, New Business Development, Globsyn Technologies Ltd., India
1995 - 1996	Executive, Program Co-ordination & Administration at ZEE Education, a subsidiary of ZEE Telefilms Ltd., Calcutta and Mumbai, India, ZEE Education, India

GRANTS AND HONORS

Awards and Honors

2021	https://www.thecasecentre.org/BestsellingAuthors/2022/22-AshokSom, Case Centre, United Kingdom
2020	https://www.thecasecentre.org/educators/casemethod/bestsellingauthors/2020/37-AshokSom, United Kingdom
2019	https://www.thecasecentre.org/educators/casemethod/bestsellingauthors/2018/35-AshokSom, United Kingdom
2018	https://www.thecasecentre.org/educators/casemethod/bestsellingauthors/2017/37-AshokSom, United Kingdom
2017	https://www.thecasecentre.org/educators/casemethod/bestsellingauthors/2019/40-AshokSom, United Kingdom
2014	Best Case Study Award for Entrepreneurship worldwide from The Case Center, for the study "Coach: To Be or not to be Luxury"
2010	Pride of HR Profession Award at the World HRD Congress 2010 (Taj Lands End, Mumbai, 11th-13th February, 2010), for his leadership and contribution to the field of Human Resources.
2009	Shortlisted within the top 10 articles in Prix Académique Syntec Conseil en Management, France

2009	Winner of EFMD 2008 Case Writing Competition for the Case, Belgium
2007	Marquis Who's Who of the World, Twenty-Fourth Edition, US
2007	Nominated to be in the 2000 Outstanding Intellectuals of the 21st Century, International Bibliographical Centre, UK
2004	The Case "Carrefour: Conquer of Latin America" was judged the Second Best Case written by a writer from outside the United States in the North American Case Research Association Conference, United States of America
2003	"LAFARGE: Evolution of a French Cement Company to a Global Leader" has been accepted for presentation at the Carnegie Bosch International Institute, to be held in Pittsburgh, USA, October 2-4. The article won an honorarium of $1000 and reimbursement for travel and hotel expenses.
2003	“Runner up” for Hendrik Casimir Award for his essay titled: “Increasing the Entrepreneurial Spirit of R&D”.The Hendrik Casimir Award is given every year by The European Industrial Research Management Association (EIRMA). Was invited to attend the Round Table Meeting on the topic: Strengthening the Entrepreneurial Spirit of R&D held in Paris
1999	Winner of 29th McKinsey Wings of Excellence Award at the International Management Symposium on ‘New Markets, New Technologies, New Skills” at University of St. Gallen, Switzerland for my essay on “The Power of Imagination – An Indian Scenario”.9 -10
1999	Was given the Best Research Proposal Award (INR 50,000), 1999 by Aditya Birla (India) Center at the London Business School, London, held at Indian Institute of Management, Calcutta. The topic of the research proposal was “Emerging Human Resource Strategies in Response to Organizational Restructuring”.
1997	Was within the top 25 % of the Batch of MBA students at Indian Institute of Management, Ahmedabad, India
1991	Secured second position in the All India Entrance Examination for the Indian Institutes of Technology for Post - Graduate Studies
1990	Late Swapan Saha Memorial Prize, for securing first position in BSc. Ist Year Examination.

Grants

2000	Selected for the prestigious IIM Ahmedabad Doctoral Institutional Exchange Program (one doctoral student per year) with ESSEC Business School, Paris for a period of six months on a cross-cultural study of two organizations in the automobile and cement industry in FranceSelected for the prestigious IIM Ahmedabad Doctoral Institutional Exchange Program (one doctoral student per year) with ESSEC Business School, Paris for a period of six months on a cross-cultural study of two organizations in the
1993	National Scholarship, Government of India, for higher education (MTech) in Applied Geology at IIT Kharagpur.
1991	Bourse d'études nationale, Gouvernement Indien, pour performances exceptionnelles à l'examen annuel B.Sc. III Year Examination.

PUBLICATIONS

Journal Articles

SOM, A., GURZKI, H. and PATRICIA TAWK, P. (2026). Building Business Resilience: How Luxury Can Reclaim Sustainability's Meaning. *California Management Review*.

SOM, A. and ASAKAWA, K. (2022). When Building-a-Brand is Strategy? The Brand Based View. *The European Business Review*, January-February, pp. 48-54.

GURZKI, H.M. and SOM, A. (2020). Innovation pathways for luxury brands – evolution or reinvention? *The European Business Review*.

SOM, A. (2019). The Future of Luxury Talent. *The European Business Review*.

SOM, A. and PAPE, N. (2015). Brand and Line Extensions: An Empirical Study from the New Age Luxury Industry. *Luxury Research Journal*, 1(1), pp. 18-39.

SOM, A. (2012). Organizational Response through Innovative HRM and Re-design: A Comparative Study from France and India. *International Journal of Human Resource Management*, 23(5-6), pp. 952-976.

SOM, A. (2011). Logic of Luxury in Emerging Markets. *Vikalpa: The Journal for Decision Makers*, 36(1), pp. 75-77.

SOM, A. (2010). Emerging Human Resource Practices at Aditya Birla Group. *Human Resource Management*, 49(3), pp. 549-566.

SOM, A. (2010). Innovative HRM Helps Achieve Superior Performance. *HR Future*, pp. 10-11.

BHATNAGAR, J. and SOM, A. (2010). Success Stoiries - Learning from successful companies. *Gray Matters Quarterly*, 3(1), pp. 28-29.

MAI, A., BIBARD, L. and SOM, A. (2009). Conducting Business in Vietnam : A brief for International Managers. *Global Business and Organizational Excellence*, 28(3), pp. 55-78.

SOM, A. (2009). Innovation and R&D in the Global Environment: The Case of Group Thales. *International Journal of Business Innovation and Research*, 3(3), pp. 268-280.

SOM, A. (2008). Flexibility, Receptiveness, and Governance. *Business Digest*, pp. 5-6.

SOM, A. (2008). Innovative Human Resource Management and Corporate Performance in the Context of Economic Liberalization in India. *International Journal of Human Resource Management*, 19(7), pp. 1280-1299.

ASAKAWA, K. and SOM, A. (2008). Internationalization of R&D in China and India: Conventional Wisdom versus Reality. *Asia Pacific Journal of Management*, 25(3), pp. 375-394.

SOM, A. (2008). Souplesse, écoute et gouvernance au coeur de l'excellence RH. *Business Digest*, pp. 19-20.

SOM, A. (2008). Thales: In Defence of Independence. *European Business Forum*, (32), pp. 46-49.

SOM, A. (2007). Managing Mutually Beneficial Growth/Gérer notre croissance mutuelle. *India-France Giant Strides...* pp. 10-16.

SOM, A. (2007). Running the Olympic Marathon. *European Business Forum*, pp. 46-49.

SOM, A. (2007). What Drives Adoption of Innovative SHRM Practices in Indian Organizations? *International Journal of Human Resource Management*, pp. 808-828.

SOM, A. (2006). Bracing for MNC Competition through Innovative HRM Practices: The Way Ahead for Indian Firms. *Thunderbird International Business Review*, pp. 207-237.

SOM, A. (2006). L'Inde championne des pratiques RH. *Business Digest*, pp. 24-25.

SOM, A. (2006). Partner or Protectionist? India's View of Europe. *European Business Forum*, pp. 17-20.

SOM, A. (2006). Restructuring Canal Plus for a Digital Future. *European Business Forum*, pp. 59-61.

SOM, A. (2006). Ringing the Changes. *European Business Forum*, pp. 59-61.

SOM, A. (2005). Mahut Group: A Failed Case of Organizational Restructuring. *Asian Case Research Journal*, pp. 1-23.

SOM, A. (2005). Personal Touch That Built an Empire of Style and Luxury. *European Business Forum*, pp. 69-71.

SOM, A. (2005). Saint-Gobain: The Expansion Options. *International Journal of Case Method Research and Application*, pp. 477-487.

SOM, A. (2005). Strategic Organizational Response of an Indo-Japanese Joint Venture to India's Economic Liberalization (Lead Article). *Keio Business Forum*, pp. 1-14.

SOM, A. and CERDIN, J.L. (2005). Vers quelles innovations RH dans les entreprises françaises ? Une étude exploratoire. *Gestion 2000*, pp. 143-159.

SOM, A. (2003). Building Sustainable Organisations through Restructuring: The Role of Organisational Character in France and India. *International Journal of Human Resources Development and Management*, pp. 2-16.

SOM, A. (2003). Redisigning the Human Resources Function at Lafarge. *Human Resource Management*, pp. 271-288.

Books and book editor

SOM, A. and BLANCKAERT, C. (2025). *The Road to Luxury*. [Chinese version] ed. Wiley.

SOM, A. and BLANCKAERT, C. (2021). *The Road to Luxury The New Frontiers in Luxury Brand Management*. 2 ed. John Wiley & Sons, Inc.

SOM, A. and BLANCKAERT, C. (2016). *The Road to Luxury: The Evolution, Markets and Strategies of Luxury Brand Management [Chinese translation]*. Wiley, 409 pages.

SOM, A. and BLANCKAERT, C. (2015). *The Road to Luxury The Evolution, Markets and Strategies of Luxury Brand Management*. Wiley, 432 pages.

SOM, A. (2009). *International Management: Managing the Global Corporation*. McGraw-Hill, 609 pages.

SOM, A. (2008). *Organization Redesign and Innovative HRM*. Oxford University Press, 197 pages.

Book chapters

SOM, A. and DAS, S. (2012). The Rise of Indian Luxury Brands: Maharajas to Masses. In: *The Luxury Market in India: Maharajas to Masses*. 1st ed. Palgrave Macmillan, pp. 188-202.

SOM, A. (2011). Corona Beer: Challenges of International Expansion. In: *Crafting and Executing Strategy. Concepts and Cases (18th edition)*. 1st ed. McGraw-Hill, pp. 229-238.

BHATNAGAR, J. and SOM, A. (2011). Lessons from Indian success stories. In: *Doing Business in India*. 1st ed. Routledge, pp. 224-237.

SOM, A. (2010). Case 13. Air France-KLM: Changing the Rules of the Game. In: *Strategy: Process, Content, Context. An International Perspective (4th edition)*. 1st ed. South-Western Cengage Learning, pp. 823-836.

SOM, A. (2010). Case12. Aditya Birla Group: The Indian Multinational. In: *Strategy: Process, Content, Context. An International Perspective (4th edition)*. 1st ed. South-Western Cengage Learning, pp. 796-822.

SOM, A. (2009). Case 13. Corona Beer: From a Local Mexican Player to a Global Brand. In: *Crafting and Executing Strategy: The Quest for Competitive Advantage: Concepts and Cases (17e édition)*. 1st ed. McGraw-Hill, pp. 248-258.

SOM, A. (2008). Case 3-11: Vodafone, E Pluribus Enum. In: *Strategic Management and Competitive Advantage. Concepts and Cases (2nd edition)*. 1st ed. Pearson Prentice Hall, pp. 3-122-3-137.

ASAKAWA, K. and SOM, A. (2007). Managing Overseas R&D in Northeast Asia : Conventional Wisdom and Emerging Trends. In: *R&D Interplay in Northeast Asia*. 1st ed. Samsung Economic Research Institute, pp. 45-71.

SOM, A. (2007). Organizational Redesign at Bharat Petroleum Corporation Limited: The Challenge of Privatization. In: *Strategic Human Resource Management*. 1st ed. Oxford University Press, pp. 111-120.

SOM, A. (2006). Carrefour in South America. In: *Marketing Management: International Perspectives*. 1st ed. Vijay Nicole Imprints Private Limited, pp. 192-214.

SOM, A. (2006). CAS. LVMH. Managing the Multi-brand Conglomerate. In: *Strategic Management and Competitive Advantage. Concepts and Cases*. 1st ed. Pearson Prentice Hall, pp. 57-71.

SOM, A. (2006). Enabling Execution Excellence through Innovative HR Practices: The Emergence of Indian Firms in the Global Landscape. In: *Enabling Execution Excellence - A Global Agenda*. 1st ed. Himalaya Publishing House, pp. 3-23.

SOM, A. (2005). CAS. LVMH: Managing the Multi-brand Conglomerate. In: *Strategy. Analysis and Practice. Text and Cases*. 1st ed. McGraw-Hill, pp. 123-142.

SOM, A. (2004). CAS. Lafarge: Evolution of a French Cement Company to a Global Leader. In: *Global Corporate Evolution: Looking Inward or Looking Outward?* 1st ed. Carnegie Bosch Institute, pp. 251-257.

Conference proceedings

SOM, A. (2010). A study of Innovative Human Resource Management Practices in India. In: *11th International HRM Conference*. Aston Centre for Human Resources (ACHR).

SOM, A. (2010). Organizational Response through Innovative HRM and Re-design: A Comparative Study from France and India. In: *11th International HRM Conference*. Aston Centre for Human Resources (ACHR).

SOM, A. (2008). Carrefour Korea: A Failed Case of Corporate Strategy in New Asia. In: *Corporate Strategies in New Asia. Management in China, Japan and South Korea between Competition and Co-operation*. Hochschule Bremen.

SOM, A. (2008). Innovation and R&D in the Global Environment: The Case of Group Thales. In: *GBID 2008: Innovation and Development for Economic Growth in the Global Environment*. COPPE-UFRJ, pp. 67-75.

SOM, A. (2008). Organizational Re-design and Performance: Evidence from India. In: *AOM Meeting Proceedings, Annheim, California*. Academy of Management.

ASAKAWA, K., SOM, A. and A., K. (2006). Managing Overseas R&D in North East Asia: Conventional Wisdom and Emerging Trends. In: *R&D Interplay in Northeast Asia: Global Corporate Strategy and Host Countries' National Innovation System*. Samsung Economic Research Institute, pp. 2-25.

ASAKAWA, K. and SOM, A. (2006). Managing R&D in Asia: Opportunities and Dilemmas for Foreign Firms. In: *Proceedings of the 66th Annual Meeting of the Academy of Management AOM Meeting*. Academy of Management.

ASAKAWA, K. and SOM, A. (2006). Managing R&D Innovation in India and China. In: *ICMIT 2006. 2006 IEEE International Conference on Management of Innovation and Technology*. Institute of Electrical and Electronics Engineers (IEEE), pp. 285-289.

SOM, A. (2006). Professionalized SHRM and Corporate Performance in India. In: *Proceedings of the 20th Annual Conference ANZAM 2006: Management: Pragmatism, Philosophy, Priorities*. Australian and New Zealand Academy of Management (ANZAM).

SOM, A. (2006). Re-designing for Performance: Findings From Four Case Studies. In: *Proceedings of the 5th Asia Academy of Management*. Academy of Management.

SOM, A. (2006). SHRM and Firm Performance During Economic Liberalisation in India. In: *Proceedings of the XIV Academy of Business & Administrative Sciences (ABAS) International Conference*. Academy of Business & Administrative Sciences (ABAS).

SOM, A. (2005). A Failed Case of HR Response During Organizational Restructuring. In: *Proceedings of the International Human Resource Management Conference: International Human Resource Management: Making a Difference in a World of Differences*. International Conference on International Human Resource Management.

SOM, A. (2005). How Dominant Logic Develops, Changes and Designs Organizations. In: *Proceedings of the 65th Annula Meeting of the Academy of Management*. Academy of Management.

SOM, A. (2005). LVMH: Managing the Paradox of Star Brands. In: *The 2005 International Conference in Management Sciences and Decision Making*. Tamkang University, pp. 39-54.

SOM, A. (2005). Managing R&D in Asia: Opportunities and Dilemnas for Foreign Firms. In: *Innovation and the Growth of the International FIrm*. Carnegie Bosch Institute, pp. 9-13.

SOM, A. (2005). Vodafone: Strategic Convergence through Technology. In: *Proceedings of the GBATA Conference: Global Markets in Dynamic Environments: Making Positive Connections through Strategy, Technology and Knowledge*. GBATA.

SOM, A. (2004). Building Competitive Advantage Through Innovative HRM Practices: The Case of India. In: *Proceedings of 2004 International Conference in Management Sciences and Decision Making*. College of Management, Tamkang University, China, pp. 325-359.

SOM, A. (2004). Carrefour : Conquer of Latin America. In: *Proceedings of the North American Case Research Association*. North American Case Research Association.

SOM, A. (2004). Challenges of Globalization at Lafarge. In: *2004 Midwest Academy of Management Meeting*. Creighton.

SOM, A. (2004). Evolution of Alstom: Role of the French State. In: *Navigating Crisis and Opportunities in Global Markets*. Nedjet delener & Chiang-nan Chao, pp. 711-718.

SOM, A. (2004). Innovative HRM Response by Corporates During India's Liberalization and Globalization. In: *2004 AAOM 4th International Conference Proceedings, Shangai*. Academy of Management.

SOM, A. (2004). Mahut Group: Woes of Organizational Restructuring. In: *Navigating Crisis and Opportunities in Global Markets*. Nedjet delener & Chiang-nan Chao, pp. 719-726.

SOM, A. (2004). Organisational Redesign at BPCL: The Challenge of Privatization. In: *2004 ABAS 12th International Conference Proceedings-Tallinn*. Financial Management Association (FMA).

SOM, A. (2004). Organizational Redesign in France and India: Role of HRM in Action. In: *Proceedings of 2003 Annual Meeting of the Academy of Management Democracy in a Knowledge Economy*. Academy of Management.

SOM, A. (2004). Renault: The Challenge of Restructuring. In: *2004 Midwest Academy of Management Meeting*. Creighton.

SOM, A. (2004). Restructuring the Human Resources Function. A Cemet Industry Case Study. In: *Proceedings if the Academy of Management Meeting 2004, New Orleans*. Academy of Management.

SOM, A. (2004). Strategic Organizational Response of an Indo-Japanese Joint Venture to India's Economic Liberalization. In: *Proceedings of the AIB 46th Annual Meeting*. Academy of International Business.

SOM, A. and BOUCHIKHI, H. (2003). Adoption of Innovative HRD in Indian Companies. In: *Human Resource Development in Asia: National Policy Perspectives*. AHRD, pp. 66-1-66-10.

SOM, A. (2003). Bracing Competition through Innovative HRM in Indian Firms: Lessons for MNEs. In: *Proceedings of the 20th Annual EAMSA Conference: Local Responsiveness Versus Global Integration*. Stockholm University, pp. 584-598.

SOM, A. (2003). Role of the HRM During Organizational Change: A Comparative Study of Organizations in India and France. In: *Proceedings of the 19th EGOS Colloquium*. Copenhagen Business School.

CERDIN, J.L. and SOM, A. (2003). Strategic Human Resource Management Practices: An Exploratory Survey of French Organizations. In: *Proceedings of the 7th Conference on International Human Resource Management: Exploring the Mosaic Developing the Discipline*. Interesource Group Publishing.

SOM, A. (2003). Strategy Evolution at Lafarge. In: *Surfing the Waves: Management Challenges, Management Solutions*. Financial Management Association (FMA), pp. 1-10.

SOM, A. and CERDIN, J.L. (2003). Vers quelles innovations RH dans les entreprises françaises ? In: *Actes de l'Association Francophone de Gestion des Ressources Humaines, AGRH-ANDCP*. Financial Management Association (FMA).

SOM, A. and CERDIN, J.L. (2003). Vers quelles innovations RH dans les entreprises françaises ? In: *Actes de l'Association Francophone de Gestion des Ressources Humaines*. Association Francophone de Gestion des Ressources Humaines (AGRH).

SOM, A. (2002). France vs. India: Encounters in the Realm of Restructuring. In: *Proceedings of the European Academy of Management Conference*. European Academy of Management (EURAM).

SOM, A. (2002). Innovating Human Resource Strategies for Redesigning Organisations: Implications for Corporate Performance in the Context of India's Economic Liberalisation. In: *Proceedings of the Third Asia Academy of Management in the 1st Century Conference*. Financial Management Association (FMA).

SOM, A. (2002). Professionalised HRD and Sustainable Performance in the Context of Economic Liberalization in India. In: *Human Resource Development in India: Trends and Challenges*. IBH Publishing Co. pp. 373-378.

SOM, A. (2002). The Role of Human Resource Management in Organizational Redesign: Lessons from 4 Organizations in France and India. In: *AFZAM/INSAM VIth International Congress*. Financial Management Association (FMA).

Conferences

SOM, A. (2023). Blue Don: To diversify or not to diversify a Mexican Tequila Brand? In: 24th Annual International Conference of the Global Business and Technology Association. Prague.

SOM, A. (2022). Compagnie Financière Richemont SA: From Hard-Luxury to E-Commerce. In: 2022 North American Case Research Association Conference. Ontario.

SOM, A. (2020). Growth and Sustainability in Global Markets: Richemont’s Foray into Luxury E-Retail. In: 2020 Global Business and Technology Association (GBATA).

SOM, A. (2019). Ssense: Pioneering e-Commerce in the Luxury Industry and Vacheron Constantin. In: 36th World Association for Case Method Research & Application (WACRA) Summer Conference.

SOM, A. (2018). Shaping the Next Wave of Globalization: The Case of TASAKI. In: 20th Anniversary Annual International Conference on the theme Shaping the Next Wave of Globalization: Using Current Trends to Reconnect with Markets and Create Value (GBATA 2018).

SOM, A. (2018). Wearable Technologies, Sustainability and LuxuryvBrands: The case of Vacheron Constantin. In: Bridging Asia and the World: Searching for Academic Excellence and Best Practice in Marketing and Management 2018 Global Marketing Conference.

SOM, A. (2017). Agnès b.: From Fashion to Lifestyle. In: 2017 Global Fashion Management Conference.

SOM, A. (2017). ELLTA Conference 2017. In: 4th International Academic Conference of ELLTA 2017.

SOM, A. (2017). Strategic Response of Porsche to Changing Environment in China. In: 19th Annual International Conference of the Global Business and Technology Association.

SOM, A. (2016). SABMiller: Expansion in Latin America. In: 33rd International Conference the World Association for Case Method Research & Application (WACRA).

SOM, A. (2016). Strategic Response in Building Consumer Lifestyle Brand in China: the Case of BMW. In: 2016 Global Marketing Conference.

SOM, A. and PAPE, N. (2015). Brand and Line extensions: An Empirical Study from the New Age Industry. In: 2015 Global Fashion Managment Conference.

SOM, A. (2015). Growth & Performance: The Case of the Luxury Industry. In: 3rd International Research Conference on Applied Research in Business, Management, Economics and Finance.

SOM, A. and PAPE, N. (2015). What are the Drivers of Brand Extensions in the Luxury Industry ? In: Global Business and Technology Association Conference 2015.

ASAKAWA, K. and SOM, A. (2005). Managing R&D in Asia: Opportunities and Dilemnas for Foreign Firms.

Working Papers

SOM, A. (2003). *Bracing Competition through Innovative HRM in Indian Firms:Lessons for MNEs*. ESSEC Business School.

CERDIN, J.L. and SOM, A. (2003). *Strategic Human Resource Management Practices: An Exploratory Survey of French Organisations*. ESSEC Business School.

SOM, A. (2003). *Strategic Organizational Response of an Indo-japanese Joint Venture to India's Economic Liberalization*. ESSEC Business School.

SOM, A. and CERDIN, J.L. (2003). *Vers quelles innovations RH dans les entreprises françaises*. ESSEC Business School.

SOM, A. and BOUCHIKHI, H. (2003). *What Drives the Adoption of SHRM in Indian Companies?* ESSEC Business School.

SOM, A. (2002). *Role of Organizational Character During Restructuring: A Cross-cultural Study*. ESSEC Business School.

Published Cases

SOM, A. (2025). To Have or Not to Have Electric Hypercars? ESSEC Business School.

SOM, A. (2020). Brunello Cucinelli: What Next for the Renaissance Man? ESSEC Business School.

SOM, A. (2020). RealReal & The Circular Economy. ESSEC Business School.

SOM, A. (2020). Giambattista Valli x H&M: The Logic of Collaboration. ESSEC Business School.

SOM, A. (2020). Air France-KLM: The Post-COVID Scenario. ESSEC Business School.

SOM, A. (2019). A Tale of two Vineyards in Burgundy. ESSEC Business School.

SOM, A. (2019). Gucci Positive Luxury. ESSEC Business School.

SOM, A. (2019). SSENSE: Pioneering e-Commerce in the Luxury Industry. ESSEC Business School.

SOM, A. (2019). Tasaki: Can It Shine like a Pearl in the Luxury Industry? ESSEC Business School.

SOM, A. (2019). Vacheron Constantin. ESSEC Business School.

SOM, A. (2019). Ferrari: The Hybrid Challenge? ESSEC Business School.

SOM, A. (2017). 15 years Porsche in China. ESSEC Business School.

SOM, A. and MODI, A. (2017). Bharti Airtel Ltd: Journey in South Asian Markets. ESSEC Business School.

SOM, A. (2017). BMW: Driving Luxury to China? ESSEC Business School.

SOM, A. (2017). Front Row Tribe: The Sharing Economy Meets the Luxury Industry. ESSEC Business School.

SOM, A. (2017). Michael Kors: Victim of its own success? ESSEC Business School.

SOM, A. and AUGUSTIN, K. (2017). RIMOWA & TUMI: Ready for Takeoff ? ESSEC Business School.

SOM, A. (2016). Aditya Birla Group: Cementing India's Position in the League of Fortune 500 Companies. ESSEC Business School.

SOM, A. (2016). agnès b.: Timeless Fashion & More. ESSEC Business School.

SOM, A. (2016). Air France, KLM, Alitalia, Etihad: of Growth in Alliances. ESSEC Business School.

SOM, A. (2016). Bottega Veneta: "Stealth" Luxury. ESSEC Business School.

SOM, A. (2016). Coach from Affordable Luxury to Lifestyle Brand. ESSEC Business School.

SOM, A. (2016). De Beers: Aren't Diamonds Forever? ESSEC Business School.

SOM, A. (2016). Escada: A Phoenix in the Rising. ESSEC Business School.

SOM, A. (2016). Hidesign: From Bags to Riches. ESSEC Business School.

SOM, A. (2016). Issey Miyake Inc.: From Guardian of Oriental Design to Something Different? ESSEC Business School.

SOM, A. (2016). LVMH: New Generation New Image. ESSEC Business School.

KUHN, N. and SOM, A. (2016). Moschino: When Luxury meets Pop Culture. ESSEC Business School.

RAWAT, S. and SOM, A. (2016). Netflix: Disrupting Digital Streaming. ESSEC Business School.

SARDANA, D. and SOM, A. (2016). Qatar Airways: The World's Five Star Airline. ESSEC Business School.

TIDOW, H. and SOM, A. (2016). Ralph Lauren: When the king retires, can the brand live happily ever after? ESSEC Business School.

SOM, A. (2015). Sabmiller: the battle for Latin America. ESSEC Business School.

SOM, A. and MASSON, S. (2012). Coach: to be or not to be luxury? ESSEC Business School.

SOM, A. (2012). Hidesign: the kid in the luxe block. ESSEC Business School.

SOM, A. (2012). L’Oreal and the Body Shop: acquisition synergies. ESSEC Business School.

SOM, A. (2011). Escada: made of steel ? ESSEC Business School.

SOM, A. (2011). Estee Lauder companies: adapting CSR to the cosmetics industry. ESSEC Business School.

SOM, A. (2011). The invisible hand : De Beers, and emerging markets. ESSEC Business School.

SOM, A. and LOTT, T. (2010). Air France-KLM & Alitalia: preparing national champions for the future. ESSEC Business School.

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SOM, A. (2007). Volkswagen in China - Running the Olympic Marathon. *European Business Forum (EBF)*, pp. 46-49.

SOM, A. (2006). Double Standards. *Business Standard*.

OTHER RESEARCH ACTIVITIES

Associate Editor

2017 - 2019 Luxury Research Journal

Editorial Board Membership

2014 - 2020 Luxury Research Journal

2010 Journal of Asia Entrepreneurship and Sustainability

2005 - 2008 Journal of Asia Entrepreneurship and Sustainability

Affiliations

2001 - 2005 Country Representative of France, International Management Division, Academy of Management, United States of America

2005 - 2015 International HRM Network

2005 - 2013 Member of Australia-New Zealand Academy of Management, Australia

2002 - 2010 Member of Asia Academy of Management

2002 - 2012 Member of Academy of HRD

PROFESSIONAL ACTIVITIES

Consulting

2005 - Present been involved with large corporations such as Caisses d'Epargne, Canal +, L'Oreal, Lafarge, LVMH, Renault, Vodafone, Philips, Faurecia, France Telecom on topics related to International Strategy, Organization Design, International HR, Post-Merger Integration, Cross-cultural management issues and doing business in emerging Asian markets