Francis Bidault

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Current employment

Professor Emeritus, ESMT European School of Management and Technology, Berlin, Germany, 2013-present.

Full Professor, September 2005–2013; Founding Director of ESMT's Full-time MBA Program, September 2005–January 2010; ESMT European School of Management and Technology, Berlin, Germany.

Adjunct Professor, Institut d'Administration des Entreprises, University of Nice, Nice, France, 2006-present.

Visiting Professor, Alliances and Networks, MBA, San Francisco State University, USA, 2011-present

Education

Doctorat d'Etat (State Doctoral Degree) in Business Administration, Mention "Très Bien" (High Distinction). Thesis: *The Pricing of Technology*. University of Montpellier-I, Montpellier, France, 1986.

Doctorat de 3ème Cycle (Research degree which was a pre-requisite to the State Doctoral Degree) in Economics, Mention "Très Bien" (High Distinction). Thesis: *International mineral rent in the oil industry and its effect on oil importing economies*, University of Paris-I Panthéon-Sorbonne, Paris, France, 1979.

Diploma (Special fields: finance and economics), Institut d'Etudes Politiques de Paris, Sciences Po Paris, Paris, France, 1975.

MSc in Economics (Diplôme d'Etudes Supérieures), University of Paris-I Panthéon-Sorbonne, Paris, France, 1975.

BSc in Economics (Licence et Maîtrise), University of Amiens, Amiens, France, 1974.

Past employment

Professor, Strategy and Management of Innovation, and Dean of the MBA, Theseus Institute and EDHEC Business School, Sophia Antipolis and Nice, France, 1996–2005.

Professor of Technology Management and Strategy, IMD, International Institute for Management Development, Lausanne, Switzerland, January 1990–April 1996.

Director of the MBA program, IMD, International Institute for Management Development, Lausanne, Switzerland, January 1991–December 1992.

Faculty Member, Innovation Management and Business Strategy, IMI (International Management Institute), Geneva, Switzerland, March 1988–December 1989, when IMI merged with IMEDE to form IMD.

Vice-Director of the Doctoral Programme Lyon Graduate School of Business-Université Lyon III, Lyon, France, September 1986–September 1988.

Head of the Business Environment Department, Lyon Graduate School of Business, Professor of Industry Analysis and Technology Management, Lyon, France, September 1983–September 1988.

Visiting Scholar, University of Texas at Austin, Department of Finance, Austin, Texas, USA, January 1983–July 1983.

Research Associate in the field of Technology Transfer, Institut de Recherche de l'Entreprise (Research Center of Lyon Graduate School of Business), Lyon, France, September 1979–December 1982.

Lecturer in Industrial and International Economics, Lyon Graduate of School of Business, Lyon, France, September 1977–December 1982.

Lecturer in Economics and Statistics, University of Algiers, Department of Economics, Algiers, Algeria, September 1975–June 1977.

Teaching experience

MBA

Industry and Competition Analysis (ESMT, Theseus, CEIBS)

Analysis of Technology Industries (EPFL Lausanne – Swiss Institute of Technology Lausanne)
Innovation Management (ESMT, Theseus)

Alliances & Networks (ESMT, Theseus, San Francisco State)

Msc.

Innovation and New Product Development (ESMT, Theseus / EURECOM)

PhD courses

Qualitative Research Methods (University of Nice, 2009-present)
Industry Analysis (University of Lyon - EM Lyon, 1985–1989)
Innovation Management (University of Nice 2003–2004, University of Toulon 2005)

Executive development

Management of Innovation (ESMT, Theseus CEIBS, IMD) Alliances & Partnerships (ESMT, Theseus CEIBS, IMD) New Product Development (ESMT, Theseus CEIBS, IMD)

Doctoral supervisions/opponent

Paul Millier, University Lyon-III. Daniel Rouach, University Lyon-III. Pierre-Yves Gomez, University Lyon-III.

Melchior Salgado, University Lyon-III.

Jukka Nihtila, Helsinki University of Technology.

Kirsimarja Blomqvist, Lappeeranta University of Technology.

Aino Pöyhönen, Lappeeranta University of Technology.

Alessio Castello, University of Nice.

Manfred Lueth, University of Nice, on going

Olivier Cane, University of Nice, on going

Member of PhD Committees in over 20 doctoral defenses.

Consulting activites

Technology selection workshop for an oncology research company and its supporting venture capital firm.

Facilitator, in a series of workshops for a European consortium of large multinational companies (including ICI, Unilever, etc.) on the use of IT in process industries.

Several sessions on "New Product Development Management" for groups of senior executives (Philips, Baxter, Nokia, SGS Thomson, etc.).

Facilitation of a session on "Strategic Alliances" for the top management of Finnish Telecom (April 1994).

Two day simulation on the management of a multi-partner joint-R&D consortium, with Shell International, London, UK (January, April and June 1994).

One day seminars on "Managing Alliances" for Philips, Eindhoven, The Netherlands (1993, 1994).

A session on "Cooperation within a network," for France Télécom, Sophia-Antipolis, France (1993).

Two sessions on the management of alliances and partnerships for IBM (European training center).

Assessment of the impact of a new joint venture on the intensity of competition in its European market, on behalf of a large multinational chemicals company, (1992).

Preparation of the negotiation for a JV agreement, on behalf of a Portuguese manufacturer of car seat covers (1991).

A half-day seminar on "Managing Alliances" for the top management of Rauma-Reppola, of Finland, (1990).

Stategy formulation and organizational structure, Technip France (the French leader of engineering services), March–October 1989.

Industry and competition analysis of the French artificial silk twisting industry - 15 firms and their industrial association (Syndicat Français du Moulinage et de la Texturation), December–May 1985.

Industry and competition analysis of the French windsurf industry, for a group of firms and their industrial association (Fédération des Industries Nautiques à Paris), June–October 1984.

Consulting and presentations on Technology Transfers by Small and Medium-sized Firms, on behalf of International Labor Organization, ILO (POR/77/001), Lisbon, Portugal, June–July 1981.

Grants and awards

Best teacher award 2011, ESMT MBA

Winner of CEEMAN 2009 case writing competition, for "Auchan in Syldavia."

Two articles shortlisted for the Epton Prize 1994 awarding the best article published in the R&D Management Journal.

1st Prize of the EFMD case study competition, Marketing section, awarded in Brussels in June 2007 for "Sitting Pretty: Managing Customer-Driven Innovation at Faurecia Car Seating."

1st Prize of the EFMD/European Commission case study competition, awarded in Barcelona in September 1995 for "Kermel: a High Tech Fiber in Search of New Markets."

Joint Runner-Up for the 1994 European Case of the Year Award, Policy and General Management, presented by the European Case Clearing House, with "Digital Equipment Corporation International: Competing through Cooperation" co-authored with Thomas Cummings and Per Jenster.

2nd Prize of the EFMD/COS case study competition awarded in Leningrad in September 1991 for "Digital Equipment Corporation International: Competing through Cooperation."

2nd Prize of the best international business case study award, French Ministry of Trade and Centrale des Cas, Paris 1988, for "Potain (1) and (2)."

1987 Credit National award: 1st prize for outstanding research in Business Administration, Finance and Industrial Economics, Paris, 1987.

Memberships and editorial responsibilities

Member of the Board of the "Société Française de Management" (SFM), 2011-present, Member 2005-present. Vice-President SFM, 2012-present.

Member of the Editorial Board "Business Management Review," launched by MDI Business School, Algiers, in December 2010.

Member PDMA (Product Development Management Association) 2006-present.

Member Academy of International Business, 2007-2009.

Founding Member of the board of "Association Internationale de Management Stratégique," founded in 1992, headquartered in Jouy-en-Josas, France.

Member of the editorial board of a series of Economie et Sociétés, entitled "Dynamique Technologique et Organisation," a journal first published by ISMEA (Paris), first issue in 1993.

Regular referee for the international journal R&D Management, following a request of Mr. D. Ball, August 1991.

Reviewer for Research Policy, 2010-present.

Reviewer for MIT Sloan Management Review, 2012-present.

Referee for the British Journal of Management, following a request of Prof. McGee, Templeton College, Oxford, UK, 2005-present.

Member of the editorial board of the Hi-tech Marketing Review, April 1987–present.

Member of SMS (Strategic Management Society), 1986–1992.

Member of EARIE (European Association for Research in Industrial Economics), 1981–1985.

Member of ADEFI (Association pour le Développement des Etudes sur la Firme et l'Industrie), 1979–1988.

Books

Bidault, F. (2012). *Managing joint innovation: Blalancing trust and control in strategic alliances.* London: Palgrave Macmillan.

Bidault, F., C. Butler, and C. Despres (1998). Leveraged innovation. London: Macmillan.

Bidault, F., P. Y. Gomez, and G. Marion (1997). *Trust, firm and society*. London: Macmillan. English translation of Confiance, Entreprise et Société.

Bidault, F., P. Y. Gomez, and G. Marion (1995). *Confiance, entreprise et société.* Paris: Eska. Also available in English.

Bidault, F. (1989). *Technology pricing: From principles to strategy*. London: Macmillan, New York: St Martin's Press.

Bidault, F. (1988, 1989). Le champ stratégique de l'entreprise. Paris: Economica. 2 Editions.

Bidault, F., S. Aitelhadj (Eds.) (1983). *Economie industrielle: Problématique et méthodologie.* Paris: Economica.

Bidault, F., J.P. Angelier et al (1983). *Rente et structures des industries de l'energie*. Grenoble: Presses Universitaires de Grenoble.

Articles and book contributions (since 1995)

Bidault, F., and T. Hildebrand (2014). The distribution of partnerships benefits: Evidence from co-authorships in economics journals. *Research Policy* 43(6): 1002–1013.

Bidault, F., M. Lüth, and O. Plötner (2011). A framework for monitoring relational quality in B2B technology partnerships. *Business Management Review* 1(1): 34–43.

Bidault, F., and A. Castello (2010). Why too much trust is death to innovation. *MIT Sloan Management Review* 51(4): 33–38.

Bidault, F., and A. Castello (2010). Sitting pretty: Managing customer-driven innovation at Faurecia car seating. In *Strategic marketing: Creating competitive advantage*, 2nd ed., ed. Douglas West, John Ford, Essam Ibrahim, 535–556. Oxford: Oxford University Press.

Bidault, F., and A. Castello (2009). Trust and creativity: Understanding the role of trust in creativity-oriented joint developments. *R&D Management* 39(3): 259-270.

Bidault F., Hildebrand T., Goebel C., Guenther O., Krasnova H. (2008), Entreprise Software Adoption and Perceived Business Performance – An Empirical Investigation in Germany and the US, *Proceedings of the International Conference on Information Systems (ICIS)*.

Bidault, F., J. de la Torre, M. Sisto, and C. de Rham (2007). What makes executives trust each other? The determinants of the willingness to rely on trust in business partnerships. *Creativity and Innovation Management* 16(3): 317–329.

Bidault, F., and A. Castello (2007). Sitting pretty: Managing customer-driven innovation at Faurecia car seating. *International Journal of Technology and Innovation Management Education* 2.

Bidault, F. (2004). Global licensing strategies and technology pricing. *International Journal of Technology Management* 27(2/3): 295–305.

Bidault, F., and M. Salgado (2001). Stability and complexity of inter-firm co-operation: The case of multipoints alliances. *European Management Journal* 19(6): 619–629.

Bidault, F. (2001). FIAT-Peugeot Sevelnord Ventures (A): Laying the foundations for a second success. In *Managing the global corporation: Case studies in strategy and management*, 2nd ed., ed. José de la Torre, Yves L. Doz, Timothy Devinney, 271–281. New York: McGraw-Hill.

Bidault, F., and J. Nihtila (2001). Salomon: Strategic entry into the world snowboard market. In *Managing the global corporation: Case studies in strategy and management*, 2nd ed., ed. José de la Torre, Yves L. Doz, Timothy Devinney, 443–461. New York: McGraw-Hill.

Bidault, F., Butler, C., and Despres, C. (1999). The changing agenda of product innovation: Winning today's race to cheaper, faster, better product development. *Financial Times Mastering Management Review*.

Bidault, F. (1998). Comprendre la confiance: La nécessité d'une nouvelle problématique. Revue Sciences de Gestion, Economies et Sociétés, série S.G., 8–9.

Bidault, F., C. Butler, and C. Despres (1998). The drivers of cooperation between buyers and suppliers for product innovation. *Research Policy* 26 (7/8): 719–732.

Bidault, F., and P. Y. Gomez (1998). Managing trust: Can it be done? *Financial Times Mastering Management Reader* 8: 9–13.

Bidault, F., C. Butler, and C. Despres, (1998). New product development and early supplier involvement (ESI): The drivers of ESI adoption. *International Journal of Technology Management* 15 (1/2): 49–69.

Bidault, F., C. Despres, (1997). Innovation: The race to learn with partners. *Financial Times Mastering Management Reader* 7: 13–17.

Bidault, F., and C. Jarillo, (1997). Trust in economic transactions. In *Trust: Firm and society - essays in honour of Dr Roger Delay Termoz*, 2nd ed., ed. Francis Bidault, Pierre-Yves Gomez, Gilles Marion, 81–94. London: Macmillan Business.

Bidault, F., and C. Butler (1996). Early supplier involvement: Leveraging knowhow for better product development. *Target, Journal of the American Assocation for Manufacturing Excellence*.

Bidault, F., and C. Jarillo (1995). La confiance dans les transactions économiques. In: *Confiance, entreprise et société*, Paris: Eska.

Working papers

Bidault, F., and Hildebrand, T. (2012). The distribution of partnerships benefits: Evidence from co-authorships in economics journals. ESMT Working Paper No. 12-08.

Bidault, F. (2012). The dynamics of relational quality in co-development alliances. ESMT Working Paper No. 12-07.

Bidault, F., M. Lüth, and O. Plötner (2009). *A framework for monitoring relational quality in B2B technology partnerships*. <u>ESMT Working Paper No. 09–008</u>.

Bidault, F., J. R. de la Torre, and S. H. Zanakis (2009). *Demography vs. context: A cross-country survey of the willingness to rely on trust in business partnerships*. <u>ESMT Working Paper No. 09–005</u>.

Bidault, F., and A. Castello (2008). *Trust and creativity: Identifying the role of trust in creativity-oriented joint-developments.* ESMT Working Paper 08–010.

Business briefs

Bidault, F., and P. Jacobson (2010). The technology management agenda in Europe in 2010: Perspectives from Germany and France. <u>ESMT Business Brief No. BB–210–003</u>.

Case studies and teaching notes

Bidault, F. and U. Müller (Forthcoming). Germanwings. ESMT Case Study Series.

Bidault, F., and J. Low (2011). *Mobile operators in 2010: The smartphone challenge (A-B)*. ESMT Case Study and Teaching Note ESMT–312–0127–1/8.

Bidault, F., and U. Schäfer (2011). *Team France: Chronicle of a disaster foretold*. ESMT Case Study and Teaching Note ESMT–411–0124–1/8.

Bidault, F., and B. Gögdün (2010). *A350 XWB: Airbus' answer to Boeing's Dreamliner*. ESMT Case Study and Teaching Note ESMT–310–0114–1/8.

Bidault, F., G. Féraud, and K. O'Neil (2009). *Auchan in Syldavia: Formulating a strategy for the new subsidiary*. ESMT Case Study and Teaching Note ESMT–309–0091–1/8.

Bidault, F., C. Walter (2007). *Eurocopter: The changing winds of innovation*. EADS Corporate Business Academy, ESMT Case Study and Teaching Note ESMT–307–0070–1/8.

Bidault, F., A. Castello (2007). Sitting pretty: Customer-driven innovation at Faurecia car seating. ESMT Case Study and Teaching Note ESMT–606–0057–1/3/8/9.

Bidault, F., and J. Famuyide (2002). *The semiconductors industry in 2001*. Theseus Institute Case Study and Teaching Note.

Bidault, F., and P. Very (2001). *The merger between Philips semiconductors and VLSI*. Theseus Institute / EDHEC Case Study and Teaching Note.

Bidault, F., and A. Gervais (2000). The future of third generation mobile telecommunication. Theseus Institute Case Study.

Bidault, F., and T. Naka (1999). *Le Moulin de Mougins*. Theseus Case Study No. 399–055–1, Teaching Note No. 399–055–8.

Bidault, F., and J. Nihtila (1998). *Baxter Ireland: Business drivers, strategic response and implications on business processes*. Theseus Case Study No. 398–089–1, Teaching Note No. 398–089–8.

Bidault, F., and H. Kono (1997). *Early supplier involvement at Fuji Xerox, Ebina plant*. Theseus/Keio Business School Case Study No. 697–048–1.

Bidault, F., and M. Schweinsberg (1996). *Fiat and Peugeot's SevelNord venture (A), (B1), (B2) and (C)*. IMD Case No. IMD-3-0644/ IMD-3-0645/ IMD-3-0646, Teaching Note IMD-3-0644-T and Teaching Software.

Bidault, F., P. Millier, F. Scheid, and C. Butler (1995). *Kermel: A high-tech fiber in search of new markets*. IMD Case Study and Teaching Note. 395–0741–1.

Bidault, F., and C. Butler (1995). Lexmark (A): A new printer development for a new company. IMD Case Study and Teaching Note. IMD–6–0178/–T.

Bidault, F. (1995). Lexmark (B): The liberty printer development get underway. IMD Case Study, Teaching Note and Videos. IMD–6–0179/–T/V1/V2.

Bidault, F., and C. Butler (1995). Lexmark (C): *Prize-winning results*. IMD Case Study and Teaching Note. IMD–6–0180.

Bidault, F. (1994). Bosch power tools (A) and (B): The Delta Sander project. IMD Case Studies and Teaching Notes. 394–081–8, IMD–3–570/1.

Bidault, F. (1994). *Philips floor care: The triathlon project*. IMD Case Study, Teaching Note and Videos. 394–092–1/3/8, 395–052–3.

Bidault, F. (1994). Salomon: The Monocoque ski. IMD Case Study, Teaching Note and Videos. IMD 3–0575/–8/V1/V2.

Bidault, F., G. Haour, and G. Tabet (1993). Eli Lilly and Insulin. IMD Case Study.396-093-1.

Bidault, F., and K. Bechler (1993). *High-definition television (A): The rocky road in Europe*. IMD Case Study and Teaching Note. 393–148–1.

Bidault, F., and K. Bechler (1993). *High-definition television (B): Philips and the HDTV conundrum*. IMD Case Study and Teaching Note. 393–149–1.

Bidault, F., and K. Bechler (1991, 1992). Potain S.A.. IMD Case Study and Teaching Note.

Bidault, F., P. Jenster, and T. Cummings (1990). *Digital equipment corporation international: Competing through co-operation*. IMD Case Study and Teaching Note. 390–047–1.

Work in progress

Bidault, F. J. de la Torre, and Z. Zanakis (2008). Demography vs. context: A cross-country survey of the willingness to rely on trust in business partnerships, under review.

Bidault, F., and A. Castello. Measuring the impact of trust on creativity and innovativeness, submitted to Creativity and Innovation Management (CIM), under review.

Presentations

Invited presentations

"The benefits of co-authorship: competencies vs networking" with Thomas Hildebrand, conference of FINT (First International Network on Trust), Bocconi University, June 2012.

"The benefits of co-authorship: competencies vs networking" with Thomas Hildebrand, The R&D Management conference, EM Grenoble, May 2012.

"La gestion de la relation dans une alliance technologique: un défi essentiel pour les PME", MDI Business School symposium, "Pratiques entrepreneuriales: quels enjeux pour l'innovation et la croissance économique en Algérie?"; Algiers, May 2011

"The Impact of Software as a Service on IS Authority – A Contingency Perspective" with Till Winkler, Christoph Goebel, Alexander Benlian, and Oliver Günther, International Conference on Information Systems, December 2011

"A framework for monitoring relational quality in B2B technology partnerships" with Manfred Lueth and Olaf Ploetner, conference ISPIM, Bilbao, June 6-9, 2010.

"Measuring the impact of trust on creativity and innovativeness" with Alessio Castello, conference of FINT (First International Network on Trust), Madrid, 28-29 January 2010.

"Demography vs. Context: a cross-country survey of the willingness to rely on trust in business partnerships" with Jose de la Torre and Stelios Zanakis (FIU), conference of FINT (First International Network on Trust), Madrid, 28-29 January 2010.

"Size and growth of the information economy: an occupation-based comparison of Germany and the U.S." with Thomas Hildebrand, Hanna Krasnova, Oliver Günther and Christoph Goebel, International Conference on Information Systems 2009.

"Entreprise Software Adoption and Perceived Business Performance – An Empirical Investigation in Germany and the US", 29th International Conference on Information Systems, Paris, 2008, with Thomas Hildebrand, Hanna Krasnova, Oliver Günther and Christoph Goebel.

"Trust and Creativity: Identifying the Role of Trust in Creativity-Oriented Joint-Developments", EUROMOT conference, September 2008, Sophia Antipolis.

"Demography vs. Context: a cross-country survey of the willingness to rely on trust in business partnerships", Annual Conference of the Academy of International Business, University Bocconi, Milano, July 1-4, 2008.

Co-presenter "Trust and creativity: identifying the key drivers of trustworthyness in creativity-oriented projects", 4th Workshop on Trust within and between Organizations, EIASM, October 25-26, 2007, Vrije University, Amsterdam.

Bidault, F., J. de la Torre, M. Sisto, and C. de Rham. What makes executives trust each other? The determinants of the willingness to rely on trust in business partnerships. 3rd Workshop on Trust within and between Organizations, EIASM. Vrije University, Amsterdam. 27–28 October 2005.

Bidault, F., J. de la Torre, M. Sisto, and C. de Rham. What makes executives trust each other? The determinants of the willingness to rely on trust in business partnerships. Strategic Alliances: Governance and Contracts. IESE, Barcelona, Spain. 16–18 June 2005.

Bidault, F., and M. Salgado. *Stability and complexity of inter-firm cooperation: The case of multi-point alliances*. Competing through alliances and networks: changing dynamics of industry structure. IESE, Barcelona, Spain. 27–29 June 1999.

Bidault, F. *Alliances with suppliers for product innovation*. Stratégies d'Externalisation organized by Les Rencontres D'Affaires. Paris. 4–5 December 1996.

Bidault, F. *Early supplier involvement*. Association of Manufacturing Excellence "Design Partners". Dublin, Ohio. 11–12 January 1996.

Bidault, F. (Key Note Speaker). What price for technology? Développer, acheter et valoriser sa technologie: quels outils? organized by Les Echos, CEA (French Atomic Authority), Bossard Consultant, and EAP. Paris. 19–10 October 1994.

Bidault, F. (Key Note Speaker). *Logic of partnerships and the dynamics of innovation*. Nordic Workshop on Interorganizational Research. Alborg, Denmark. August 1994.

Bidault, F. (Invited Discussant). International Conference on Technology and Innovation organized by Ecole Centrale de Paris, MIT & UC Berkeley. Paris. May 1991.

Bidault, F. *The missions of research and development*. Ecole d'Eté Mediterranéenne d'Economie Industrielle. Cargèse, Corsica. September 1990.

Bidault, F. *The price of technology: Implications for research organizations*. IACHEI Conference. Leuven. September 1989.

Bidault, F. (Invited Discussant). *Panel about international business pedagogy.* Academy of International Business Conference. London. 21–23 November 1986.

Other presentations

Bidault, F., C. Butler, and C. Despres. The influence of rational choice and institutional norms on the adoption and implementation of early supplier involvement in the new product development process. Academy of Management Conference, 2007.

Bidault, F., C. Despres, C. Butler, and P.-Y Gomez. *The drivers of cooperation between buyers and suppliers for product innovation*. 16th Annual International Conference of the Strategic Management Society (SMS): Competing in the New Economy: Managing Out of Bound. Phoenix, Arizona. 10–13 November 1996.

Bidault, F., C. Butler, and C. Despres. *New product development and early supplier involvement (ESI):* The drivers of ESI adoption. 6th International Forum on Technology Management. Amsterdam. 15–18 October 1996.

Bidault, F., and C. Jarillo. *La confiance dans les transactions economiques*. 3ème Conférence Internationale de Management Stratégique. Lyon. May 1995.

Bidault, F., P. Laurent, and C. Segla. *Competition and cooperation: The case of the engineering services industry*. Strategic Management Society Conference. Stockholm. November 1991.

Bidault, F., and T. J. Cummings. *The management of cross-industry alliances*. Strategic Management Society Conference. San Francisco. October 1989.

Bidault, F., and F. Zaeh. *The market for technological knowledge*. EFMD Conference Knowledge as a Corporate Asset. Barcelona. 24–25 April 1989.

Bidault, F. *Licensing in global industries: Alternative strategies and processes*. Strategic Management Society Conference. Singapore. October 1986.

Bidault, F. *Rente et échange international*. La rente minière dans le capitalisme mondial. CREA, Algiers. March 1977.

Languages

French (native), English (high proficiency), German (intermediate).

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