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Summary

Academically and professionally qualified professor and program leader. Eager to work on organizational projects to improve processes and competencies across faculty members, by better sharing of each individual expertise to strengthen institutional best practices.

Program Leadership Interests

- Development of programs adapted to today's students: global, digital, collaborative, eager for a sense of purpose with a constant conversation with recruiters and corporate leaders.
- Focus on future issues in business, megatrends, digital skills, digital transformation challenges, consulting, and problem-solving skills.

Pedagogical Interests

- Research Induced Teaching: in a course for 700 students, introduced research themes leading to a poster presentation, to encourage students to explore leading edge concepts in artificial intelligence
- Experiential Learning: course in operations based on solving problems from the professional environment of executive students, to develop a more concrete understanding of concepts by applying them to urgent issues. Allows also to develop consulting skills, change leadership skills, business writing, cross functional management, etc.

Research Interests

- Challenges and Requirements to transform organizations to leverage disruptive technologies, beyond the technology development
- Application of Resource Based Theory and Intangible Assets to supplier management
 - Link between supplier management and shareholder value
 - Supplier Management as a tool to develop competitive advantages
- Measurement of supplier management impact, value creation measurement for an extended enterprise
- Relations between French suppliers and clients: collaboration and Mediation inter enterprises
- Articles in preparation:
 - Success Factors to Deliver Organizational Digital Transformation - A Framework to Identify Successful Transformation Drivers, submitted to the Journal of Global Information Management (FNEGE category 3), submitted, reviewed with "Accept After Specified Revisions" status.

- How Frito-Lay became the dominating snack food manufacturer through strategic management of suppliers (Drafted, for submission to a Business History journal)
- What needs to change to develop a key supplier strategy for sustainable competitive advantages? (Based on the paper presented at the EMS conference)
- Extended Enterprise leadership: a change in Business Model

Education

2011 to 2016	Université Paris Dauphine	Paris, France
	Executive Doctorate in Business Administration. Topic: “Managing suppliers as an intangible resource to contribute to the creation and sustainability of competitive advantages: A Resource Based Approach”. Thesis director: Xavier Lecocq Thesis on publications obtained with a grade of 18/20 and the congratulations of the jury.	
1987 to 1989	Kellogg Graduate School of Management, Northwestern University	Evanston, IL.
	Master of Management degree, with distinction, June 1989. Concentrations in Operations, Marketing, Policy and Environment, and International Business Harry Gillies Award 1989, Dean's Distinguished Service Award 1989	
1985 to 1987	Rose State College	Midwest City, Oklahoma
	Certificate in Mid Management	
1977 to 1983	Université de Liege	Liège, Belgium
	Metallurgical Engineering Degree, with Distinction	

Professional Experience

2017-today	EDHEC Business School	Lille, France
2020-today	Director, MSc Strategy Consulting & Digital Transformation (the largest MSc of EDHEC Business School, with 3 distinct concentrations): program development and evolution; relation with EDHEC and external faculty, recruiters, corporate partners, and alumni to enhance the program and the course content; selection of incoming students; support of students over the year	
2018-today	Developer and leader of the “Horizon Purchasing and Supply Chain Management”	
2017-today	Professor, Supply Strategies	
2020-Today	Place Escange, Think Tank dedicated to the management of the intangible risks Member of the Scientific Committee	
2008-2017	Grenoble Ecole de Management	Grenoble, France
	Participating Professor. Member of the Institute for Research and Innovation in Purchasing Management Teach at BBA and Master levels Lead large global corporate training and development programs in purchasing, designing content with the client, coordinating lecturers, and delivering courses in Asia, the USA and Europe.	
2007-2017	Sourcing Plus	Brussels, Belgium
	Consultant and personal advisor for supplier management, corporate communication, and M&A operations.	

2007-2017	Visiting Professor at top 10 French and Belgian business schools, and at Brazilian and Canadian universities	
2007-2012	Associate, Head of Research, Training and Assessment at Big Fish	
2004-2006	GSK Biologicals, the vaccine division of GlaxoSmithKline	Brussels, Belgium
	Director of Global Procurement. Led a team of 40 in Belgium and 20 in 8 overseas sites managing €1.2 Billion of production, services, clinical research, and capex. Delivered productivity improvements ahead of targets and schedules. Lead new initiatives to improve risk management in supply chain.	
2002-2003	Scotts / Evergreen	Lyon, France
	Director of European Procurement, launching the first cross country organization.	
2000-2002	McKinsey & Co	Geneva, Switzerland
	Associate Principal, Purchasing Practice. Purchasing effectiveness and post-merger projects in financial services, steel, pharma, food service.	
1994-2000	PepsiCo Frito-Lay Division	
1997-2000	FRITO-LAY EUROPE	London, UK and Bern, Switzerland
	Director of Purchasing, Other Goods and Services. Launched OSG Purchasing in Europe.	
	Director of Purchasing, French subsidiary	
1994-1997	FRITO-LAY INTERNATIONAL	Dallas, Texas
	Director, Global Sourcing. Developed the international purchasing structure, focusing on Asia, Latin America. Developed global partnerships as key components of global Seasoning strategy, working with R&D, Marketing, and targeted suppliers.	
1989-1994	Booz·Allen & Hamilton	Chicago, IL and Paris, France
	Senior Associate, Operations Practice	
1983-1987	Chromalloy	Oklahoma City, OK; Tel Aviv, Israel
	Metallurgist	

Articles in Peer Reviewed Journals

- Philippart, M. (2021). Surmonter la malédiction des 70%, ou comment faire des achats un acteur majeur de la transformation par le digital. *Excellence Achats*, 13.
- Philippart, M. (2018). Les fournisseurs comme capital immatériel : une solution pour aligner la contribution des Achats à l'innovation sur les objectifs des actionnaires. In *Vers Les Achats 4.0 Quelles Compétences Développer Pour Être Plus Performant*, (procure.ch), pp. 30–37.
- Philippart (2016) The Procurement Dilemma: Short-term Savings or Long-Term Shareholder Value? *Journal of Business Strategy*, volume 37 issue 6
- Philippart (2016) La Maturité Achat du Point de Vue de l'Actionnaire, Être Capable de Construire des Avantages Concurrentiels Durables, *Excellence HA* n°6, June 2016
- Philippart (2014) Mesurer la performance de l'entreprise étendue pour piloter la création de valeur : une approche par l'immatériel, *Revue Française de Gestion Industrielle*, volume 33 n°4, pp 65-80
- Philippart, M., & Vieira, D. R. (2014). Measuring and managing projects in extended enterprise: a value creation focus based on intangible assets. *The Journal of Modern Project Management*, 1(3).

- Michel Philippart, Darli Rodrigues Vieira (2009) "Plano Estratégico de Compras - Requisito Basico para a Gestão Inteligente de Fornecedores" Mundo Logistica - Brazil, Edição 11 Jul | Ago 2009

Academic Conferences

- "Implementing Digital Transformation: Leadership beyond the technology" at the 5th conference ICTO (Information and Communication Technologies in Organizations and Society) 2019
- Business Schools Need to Teach AI Leadership... Why and What? at the 9th Conference on Artificial Intelligence in Security and Defense in Security and Defense, Beirut March 2019
- Les Fournisseurs Comme Capital Immatériel: une Solution pour Aligner la Contribution des Achats à l'Innovation sur les Objectifs des Actionnaires" at the conference "Vers les Achats 4.0 Quelles Compétences Développer Pour Etre Plus Performant" Lausanne Oct 2018
- Which evolution to develop a key supplier strategy for sustainable competitive advantages?", Engaged Management Scholarship Conference 2016, Paris
- Poster: "Learning from Business Models for a better management of an extended enterprise", Business Models Workshop, Grenoble Ecole de Management, Nov 2016.
- Sucesso em projetos de supply chain: a força dos modelos colaborativos, IX Seminário Internacional, Curitiba November 2006

Books

- Poissonnier, Philippart, Kourim. "Les Achats Collaboratifs: Pourquoi et comment collaborer avec vos fournisseurs, De Boeck, 2012 (HEC ACA BRUEL Prize 2012)
- Philippart, Verstraete, Wynen. "Collaborative Sourcing: Strategic Value Creation through Excellence in Supplier Relationship Management", Presses Universitaires de Louvain, 2005 (HEC ACA BRUEL Prize 2006)

Reviewing in Academic Journals & Conferences

- Reviewer: ICTO 2019
- Reviewer: Journal of Cleaner Production
- Reviewer: MUMA Business Review
- Reviewer: Engaged Management Scholarship Conference 2017
- Guest reviewer for the special edition of "La Revue Française de Gestion" on "Collaboration between clients and suppliers: how to create value beyond the boundaries of the firm"

Collaboration with Economic Partners

- Contribute to research at Cité de l'IA, an initiative from MEDEF Hauts de France. Focuses on the challenges of digital transformation beyond the technological elements. Contributing researcher for the Livre Blanc "2021 Intelligence Artificielle Hauts-de-France", in the working group "From concept to implementation"
- Scientific advisor, Label Relations Fournisseurs Achats Responsables. Contribute to the development of new non-financial indicators to strengthen the position of local suppliers.
- Scientific advisor and contributor to Place Escange since the creation of the Think Tank
 - La redondance dans l'immatériel (Juin 2021)
 - Comment intégrer les risques intangibles des longues chaînes d'approvisionnement, Place Escange (Juin 2020)

- Capital et risque immatériels : les nouvelles dimensions de la valeur de l'entreprise, Place Escange (Mai 2020)

Articles for Practitioners and Professional Press

- Technologie Blockchain et Secteur des paiements, avec Emmanuelle Weinberg (Institut G9+) (Blockchain technology and the payment industry)
- Fournisseurs d'innovation : la juste mesure d'un Capital Immatériel, EDHEC Vox (Suppliers as innovation providers : the correct assessment of an intangible asset)
- Nouvel élan de créativité fiscale en réponse au Big Bang numérique, EDHEC Vox (New surge of tax creativity to react to the digital upheaval)
- Les Fournisseurs : Mieux Gérer une Composante de notre Capital Immatériel. Profession Achat, Hiver 2013 (Suppliers : an intangible capital that needs better management)
- Comment mesurer la performance d'une équipe achat ? Profession Achat, Printemps 2011 (How to measure the performance of a purchasing team)
- "Priorité aux Services qui créent de la valeur pour l'entreprise", La Tribune - May 3, 2010:
- La Manipulation dans les Relations Acheteur Vendeur ou Les Risques des Invitations de Fournisseurs, Profession Achat, Décembre 2010 (Manipulation in vendor-buyer relations or the risks of accepting invitation)
- Mesurer la qualité de la relation fournisseur-client, le WRI (Working Relation Index) Profession Achat, Septembre 2008 (Measuring the quality of the supplier client relation, the WRI)
- In a high inflation context, back to basic supplier squeeze management? Tribune
- CPO Agenda Spring 2006, in the issue on "Developing the Super Supplier": Breaking Through the Barriers
- Collaborative Sourcing, Line56, January 2006
- Procurement Must be More than Cost Cutting, European Pharma Executive - June 2005
- Tribune on Strategic Supplier Management, "La Lettre des Achats", June 2003
- Purchasing for Growth, 2003.
- Contributor to the [Financial Times Newswire](#)

Professional Conferences and Workshops

- Procure.ch Purchasing Conference 2021 "Les achats au cœur de la création de valeur", september 2021
- Webcast for Vizibl, the SaaS-based supplier collaboration and innovation platform: SRM, past, present and future.
- Procure.ch Purchasing Conference 2019 "Vers les achats 4.0 : Quelles compétences développer pour être plus performant", september 2021
- Can EV Forecast be met with the current state of raw material supplies? Ambitious EV Growth needs to look beyond the technology horizon. Paris, Jan 2019
- Faire progresser les achats hospitaliers en Suisse romande, Nov. 2016
- FIPEC Leadership Board, July 2014
- ACA Paris, April 2013
- Salon des Achats, Paris 2012
- Festival Géopolitique, March 2011
- Keynote Speaker, Final Session of the Executive MBA, University of Louvain, 2011

- PLM and Supplier Management: Seminário Internacional Product Lifecycle Management in Sao Paulo on September 22-23, 2009.
- SupplyChainNet.be, Antwerpen October 26, 2009: The evolution of Supplier Management and the emergence of the need for better trained professionals
- Supplier Relationship Management, Amsterdam, March 2009
- Risk Management, Barcelona, December 2009
- Leading the Change to High Performance Resources Management, Keynote speaker, Volvo NAP Leadership Conference, Goteborg, Sept 2008
- Category Management, Amsterdam, March 2008
- Turning Supplier Management into a Competitive Weapon, Keynote speaker, Intel Vision to Win conference, November 2007
- Performance Measurement of Procurement Talents, Barcelona, September 2007
- Collaborative Sourcing, Conférence ACA, Paris, November 2006
- Changer les Achats dans l'Industrie Pharmaceutique, Solvay Business School Alumni Club, June 2006
- Supplier Relationship Management, Amsterdam, September 2006
- War on Procurement Talents, London, March 2006
- ABCAL "Journée des Achats" February 2006
- Relations Fournisseurs, Paris, Décembre 2004
- Management of Supplier Innovation for Competitive Advantages, DESMA 2003 Forum
- Singapore Institute of Purchasing and Materials Management annual meeting 1995

Teaching

Main Topics

In Disruptive Technologies

- Impact of Artificial Intelligence on Business and Society
- Value Creation with Industry 4.0 technologies
- Understanding the Blockchain for Business
- IoT, Industrial IoT, Wearable IoT
- New Trends in Supply and Operations

In Consulting

- Cracking Business Cases
- Delivering consulting projects

In Supply Management and Operations

- The Category Management Process: Tools and Techniques of Purchasing Professionals
- Supplier Management Support of the Firm's Strategic Agenda
- Measure of Suppliers and Supplier Management Performance
- Building Collaborative Relations with Innovation Suppliers
- Charte des Bonnes Pratiques entre Donneurs d'Ordre et PME
- Supplier Risk Management
- Operations Leadership

- Operations & Supply Chain for Entrepreneurs
- Management of Operations and Supply Chain
- Purchasing and Supply Chain in Luxury, Fashion and Design
- Purchasing and Supply Chain in the Sport Industry
- Purchasing and Supply Chain in the Sporting Goods Industry
- International Supplier Management

Pedagogical Approaches

- Hands on enterprise and consulting experience converted into cases, mini-cases, realistic exercises, and role plays to facilitate the understanding of the concepts presented
- Blending the teaching of hard skills with soft skills to achieve the identified objectives.
- Leverage of LMS such as Moodle et Blackboard, and interactive learning tools such as Wooclap or Miro
- Experiential learning and live case studies focusing executive and MBA students to develop new skills based on their own challenges
- Research Induced Teaching, challenging students to explore leading edge topics for impactful knowledge development.

Illustrative Pedagogic Material

- Purchasing Category Management, a Harvard Core Course style support for purchasing courses
- “Your Professional Thesis: Guide to Business School Students”, a guide to help students deliver rigorously conducted and effectively communicated research on contemporary relevant business topics.
- BVS: Introduction to Strategic Purchasing Management and the Resource Based View using the example of rare and complex raw materials in biotechnology, published by “the Case Centre”
- GreenNature, negotiation game to build a competitive supply chain: development of a strategy and negotiation across three levels in a value chain. Published at Centrale de Cas et Medias Pédagogiques - CCMP with the support of Pierre Paul Jobert, case reference N0003.
- BioAlim: Aerospace alliance development and management in aerospace. Illustration of the process of partnership development and external innovation management. Published in French in “Les Achats Collaboratifs”. Available in French and English (4 cases)
- CET: Launch of a new Purchasing Organization
- The Vicuna Sourcing Challenge: sourcing rare materials in luxury fashion

Guest Lecturer 2000-2017

- Verein / Association procure.ch
- ICHEC Bruxelles,
- ABCAL: Association Belge des Cadres d’Achat et de Logistique
- Grenoble Graduate School of Management, (Grenoble, Paris, London campuses, and tailored corporate programs)
- Aix Marseille Université
- IAE, Grenoble,
- Kedge (Bordeaux Campus)

- Institut Supérieur de l’Aéronautique et de l’Espace, Toulouse, EM Lyon, (Shanghai Campus)
- ESCP Europe
- CEPI Lille,
- Université du Québec à Trois Rivières
- MDI Alger
- Institut Léonard de Vinci – Paris, France
- National University of Singapore
- Université Catholique de Louvain, Belgium
- HEC, Paris, France
- Universidade Federal de Parana, Curitiba, Brazil
- Vlerick, Ghent/Leuven, Belgium
- McKinsey summer university

Corporate Training and Development

- Pedagogic Coordinator, course developer, and trainer, global training program for a tire manufacturer (Category and Purchasing Management, Contract Management, Total Cost of Ownership)- Trained teams in Europe, the USA and China
- Pedagogic Coordinator, course developer, and trainer, 2 year program, in a large hospital center, coordinating 23 different modules
- Course developer and trainer
 - Asian purchasing team, European aerospace company, in Suzhou.
 - French and English purchasing team, European defense company
 - Gabon based team of a mining company
 - European purchasing teams in Food services, Finance, Luxury, etc.
- Assessment of supplier management capabilities of buyers for global corporations in Food, Luxury, Finances, and Services.
- Certified trainer for Grenoble EM on "Charte des Relations Inter-entreprises".

Tutoring of Professional Theses and Student Projects

Tutors student projects, master thesis and consulting projects since 2003, in French and in English, on a wide variety of topics such as

- The « Fast-Fashion » model restructuration2020: EDHEC BM
- When blood cannot reach patients. Better healthcare in sub-Saharan Africa thanks to blood transportation by drone EDHEC BM
- Does e-commerce sound the end of large food retailers in France? What strategies can be taken to keep their strong market positions? EDHEC BM

Leads the relation with corporate partners and tutor consulting projects at EDHEC, 10 projects tutored since 2018, such as:

- Future Payment System, MOBILIS Family Office
- Perspectives on North American Opportunities for an equipment rental company
- Coaching of 3 Student teams for the 2020 Amazon Innovation Award, winning the French contest with the project “Amazon Bag, the Reusable Packaging for the Future” against 3 other semi-finalist schools.

Other Points of Interest

- Belgian national
- Fluent in French (mother language) and English
- Past fellow of the Center of Excellence in Supply Chain Management at University of Louvain
- Novel in French "Les Dominos Monténégrins"
- Web developer for small businesses, mainly independent wine makers. Responsive web design, HTML, CSS, with notions of PHP
- Amateur saxophonist