

PHILIPPART, Michel H.

DBA Paris Dauphine, MBA Kellogg GSM

Professor, EDHEC Lille

41 Avenue des Glycines

B-1950 Kraainem, Belgium

Office / home office: +33 9 74 53 46 13

Mobile: +33 6 86 76 45 93

michel.philippart@edhec.edu

philippart@sourcing-plus.com



Summary

Combining professional expertise and academic research focusing on teaching and exploration of best practices in the development and management of extended enterprise networks.

Research and Teaching Interests

- Application of Resource Based Theory to supplier management
 - Link between supplier management and shareholder value
 - Supplier Management as a tool to develop competitive advantages
- Supplier Management Capability Building
- Collaborative environments
- Measurement of supplier management impact, measurement of extended enterprise
- Relations between French suppliers and clients: collaboration and Mediation inter enterprises
- Pipeline:
 - 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 (At ideation stage)
 - The relationship lifecycle (based on a thesis I supervised)

Education

2011 to 2016	UNIVERSITE 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	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	
1977 to 1983	UNIVERSITE DE LIEGE	Liège, Belgium
	Metallurgical Engineering Degree, with Distinction	

Professional Experience

2017-today	EDHEC Professor of Operations, Management & Strategy Department	Lille, France
2008-2017	Grenoble Ecole de Management Participating Professor. Member of the IRIMA	Grenoble, France
2007-today	Sourcing Plus Consultant and personal advisor for supplier management, corporate communication, and M&A operations.	Brussels, Belgium
2007-2012	BIG FISH Associate, Head of Research, Training and Assessment at Big Fish	Paris, France
2004-2006	GSK BIOLOGICALS, the vaccine division of GlaxoSmithKline Director of Global Procurement. Led a team of 40 in Belgium and 20 in 8 overseas site managing €1.2 Billion of production, services, clinical research and capex.	Brussels, Belgium
2002-2003	SCOTTS Director of European Procurement, launching the first cross country organization.	Lyon, France
2000-2002	MCKINSEY Associate Principal, Purchasing Practice. Projects in financial services, steel, pharma, food service.	Geneva, Switzerland
1997-2000	FRITO-LAY EUROPE Director of Purchasing, Other Goods and Services. Launched OSG Purchasing in Europe.	London, UK and Bern, Switzerland
1994-1997	FRITO-LAY INTERNATIONAL Director, Global Sourcing. Developed the international purchasing structure, focusing on Asia, Latin America and global Seasoning strategy.	Dallas, Texas
1989-1994	BOOZ-ALLEN & HAMILTON Senior Associate, Operations Practice	Chicago, IL and Paris, France
1983-1987	CHROMALLOY Metallurgist	Oklahoma City, OK; Tel Aviv, Israel

Articles in Academic Journals (peer reviewed)

- 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, Etre 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

Editorial activities Academic Journals

- 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”
- Reviewer: MUMA Business Review

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)

Academic Events

- 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

Articles for practitioners and professional press

- Les Fournisseurs : Mieux Gérer une Composante de notre Capital Immatériel. Profession Achat, Hiver 2013 (Suppliers : an intangible capital to manage better)
- Comment mesurer la performance d’une équipe achat ? Profession Achat, Printemps 2011 (How to measure the performance of a purchasing team)
- 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 Newline](#)

Professional conferences and workshops

- Faire progresser les achats hospitaliers en Suisse romande, Nov. 2016
- FIPEC Leadership Board, July 2014
- Master Class Université du Québec à Trois Rivières, May 2013
- ACA Paris, April 2013
- Salon des Achats, Paris 2012

- Operations Master, National University of Singapore, course of Prof. Mark Goh, January 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

- Supplier Management Support of the Firm's Strategic Agenda
- Operations Leadership
- Management of Operations and Supply Chain
- Purchasing and Supply Chain in Luxury, Fashion and Design
- Measure of Suppliers and Supplier Management Performance
- The Category Management Process: Tools and Techniques of Purchasing Professionals
- Building Collaborative Relations with Innovation Suppliers
- Charte des Bonnes Pratiques entre Donneurs d'Ordre et PME
- Supplier Risk Management
- Purchasing and Supply Chain in the Sporting Goods Industry
- International Supplier Management

Teaching: Methodology

- Courses based on hands on enterprise and consulting experience linked to academic topics and publications in peer reviewed journals
- Development of exercises, cases, and role plays to facilitate the understanding of the concepts presented, with the introduction of andragogy concepts as appropriate. This allows blending the teaching of hard skills with soft skills to achieve the identified objectives.
- Leverage of learning tools such as Moodle.

- Use of automated Multiple Choice Questionnaires to validate teaching in addition to traditional essay based assessment.
- Proficient in responsive web design, HTML, CSS, with notions of PHP

Illustrative Cases and Exercises

- 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, jeu de négociation pour construire une supply chain pérenne: 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
- Multiple short situational exercises focused on specific topics such as TCO or performance measurement.

Guest lecturer

- 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
- 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 (Master Level)

- 2017: Transition action plan from the S&OP (Sales and Operations Planning) methodology to IBP (Integrating Business Plan) in Schneider Electric. (GEM, MBA)
- 2017: Strategy to Optimize Externalized Forging Test Cost for Safran Landing System
How should the company optimize the test cost of forging? (GEM, MBA)
- 2017: The Selection of suppliers/subcontractors in complex construction projects using “supplier risk management” analysis to improve the delivery of strategic objectives. (GEM, MBA)
- 2017: Stimulating innovation and supplier’s development through a triadic sourcing strategy (GEM, Ms Achats)
- 2016: De l’innovation à l’industrialisation : Gérer l’environnement et la relation fournisseur pour maximiser la création de valeur pour les parties (GEM, Ms Achats)
- 2016: Comment mieux capter l’innovation en améliorant l’intégration des achats au sein des programmes de développement de produits innovants ? (GEM, Ms MTI)
- 2016: de l’innovation à l’industrialisation : gérer l’environnement et la relation fournisseur pour maximiser la création de valeur pour les parties (GEM, Ms Achats)
- 2016: How should Nike organize the implementation of RFID to improve its performance in retail (EM Lyon Ms Sport Industry Management)
- 2016: Can fast fashion be sustainable? Steps and perspectives fashion and fast fashion companies have to consider to implement sustainability and to focus on the triple bottom line (GEM Ms Fashion Design Luxury Management)
- 2015 : Innovation fournisseurs : approche méthodique pour une nouvelle performance achats (GEM Ms Achats)
- 2015 : Les conditions du succès de l’utilisation d’un bureau de sourcing interne pour augmenter les achats LCC de maintenance et d’investissements (Ms Achats)
- 2015: La professionnalisation et l’organisation des achats dans une PME multi-sites, une nécessité pour la croissance de l’entreprise et pour l’atteinte de ses objectifs (GEM Ms Achats).
- 2015 : Globalizing Supplier Quality Data Management: analysis of the change (IAE Grenoble MIM)
- 2015 : Optimizing dynamic costing tools for Alstom welded-structure commodities buyers (IAE Grenoble MIM)
- 2015 How to optimise supplier portfolio and develop strategic suppliers (IAE Grenoble MIM)

- 2014 La montée en maturité des Achats source de création de valeur. L'intégration de la fonction Achats plus en amont du processus d'innovation (GEM Ms Achats)
- 2014 Collaborer durablement pour faire face aux nouveaux enjeux. Étude théorique et mise en œuvre de stratégie coopérative (Quels outils, quelle contractualisation, quelle gouvernance ? (GEM Ms Executif Management Technologique et Innovation)
- 2014 : Business Case Analysis of CHIP Training & Consulting Pvt. Ltd, (GEM Ms Management consulting)
- 2013: Repositioning towards a new centralized global indirect sourcing organization: how to address stakeholders and facilitate the transition? (GEM Ms Achats)
- 2013: Le pilotage de la performance et de la relation fournisseur vecteurs de changements structurels de l'entreprise. (GEM Ms Achats)
- 2013 : Comment les fabricants automobiles français peuvent-ils rester compétitifs: une analyse à la lumière des courants de pensée stratégique contemporains (GEM Grand Mémoire programme ESC)
- 2013 : Les vins du Nouveau Monde sont-ils une réelle menace pour les vins français ? (GEM Grand Mémoire programme ESC)
- 2013 : Du Marketing dans les services achats, un levier de compétitivité ? (GEM Grand Mémoire programme ESC)
- 2012: Le rôle de l'acheteur collaboratif dans la recherche de productivités par évolutions techniques, (GEM Ms Achats)
- 2012: Les Achats Stratégiques sur un marché peu mature, du contrat commercial à l'intégration verticale, (GEM Ms Achats)
- 2011: Vers une gestion plus objective du panel fournisseurs, (GEM Ms Achats)
- 2011: La fonction Achats : vectrice de création de valeur, (GEM Ms Achats)
- 2010: Les achats durables à Soitec : Une démarche positive ? (GEM Ms Achats)
- 2009: Purchased intellectual services management, (GEM Ms Achats)
- 2003: HP EMEA Indirect Procurement Strategic Business Support & Compliance (EM Lyon)

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.