

## Claude CHAILAN

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## ACADEMIC POSITIONS

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- Since 09/2013**            **Professor of Marketing & Strategy**, EM Strasbourg Business School  
Director of the International Executive MBA  
Regional Coordinator for Europe and Africa
- 09/2007 – 08/2013**      **Professor of Marketing**, International University of Monaco, Monaco  
Director of the Executive MBA program (from July 2010)  
Director of the MBA program (until July 2010)
- 09/2000 - 07/2007**      **Associate Professor of Marketing**, Skema Business School, Nice, France  
Director of the Master in Marketing
- 09/1999 - 09/2000**      **Adjunct Professor of Marketing**, CERAM Sophia-Antipolis, France

## PROFESSIONAL EXPERIENCE

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- 1996 -1999            **CEO**, L'OREAL – Professional Products Division, Bogotá, Colombia and Caracas, Venezuela
- 1991 -1996            **COO**, L'OREAL – Fast Moving Consumers Goods Division, Caracas, Venezuela
- 1990 - 1991            **Chief Marketing Officer**, L'OREAL – Fast Moving Consumers Goods Division, Ciudad de Mexico, Mexico
- 1989                    **Brand Manager**, DANONE, Kronenbourg brand
- 1988                    **Brand Manager**, SARA LEE, Aspro and Rennie brands
- 1985 - 1987            **Product Manager**, LaSCAD, Narta and Mennen brands

## EDUCATION

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### *Accreditation to supervise doctoral research (2013)*

“Marketing as a realization of a strategic intent”, University of Nice, France  
Supervisor: Pr A. Boyer

### *PhD in Management (2005), With Honours*

Dissertation: “*Brand portfolio, a strategic meta-dimension of branding*”  
University of Nice, France

### *Master in Management Sciences (1984)*

Ecole Supérieure des Sciences Economiques et Commerciales / ESSEC Graduate School of Management, Paris, France

### *Graduate degree in Political Sciences (1981)*

Institut d'Etudes Politiques, Aix-en-Provence, France

## LANGUAGES

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French, native  
Spanish, bilingual  
English, fluent, usual working language

## MOST RECENT PUBLICATIONS

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### *Refereed Journals*

- **2019**, “A South-South perspective on emerging economy companies and institutional co-evolution: An empirical study on Chinese emerging multinationals in Africa”, with D. Mazé, *International Business Review* (under review)
- **2019**, “Corporate political activity-based strategic agility in emerging markets: How Chinese companies preempt competition in Africa, with D. Mazé, *Journal of World Business*, (under review)
- **2018**, “Art as a means to recreate Luxury brands' rarity and value”, *Journal of Business Research*, 85, 414-423
- **2015**, “Branding from Emerging Countries: How to compete internationally?”, *Critical Perspectives on International Business*, 11 (1), 54-71
- **2013**, “Creating Shared Value on a Global Scale: Possibilities for the United Nations' Engagement”, *Journal of Competitiveness and Strategy*, January, vol. 3, 2-15, with M. Rixen and I. Böbel
- **2013**, “The influence of key capabilities on brand portfolio-based competitive advantage”, *International Journal of Trade and Global Markets*, 6 (2), 182-201
- **2011**, “Improving Global Competitiveness with Branding Strategy. Cases of Chinese and Emerging Countries' Firms”, *Journal of Technology Management in China*, 6 (1), 84-96
- **2010**, “From an Aggregate to a Brands Network: A study of the Brand Portfolio at L'Oréal”, *Journal of Marketing Management*, 26 (1), 74-89
- **2009**, “Brand Architecture and Brand Portfolio: A Clarification” *Euromed Journal of Business*, 4 (2), 173-184
- **2008**, “Strategic Megabrand Management: does global uncertainty affect brands? A post-9/11 US/non-US comparison of the 100 biggest brands”, *Journal of Product and Brand Management*, 17 (7), 436-452, with G. Suder and D. Suder
- **2008**, “Brand Portfolio and Competitive Advantage: An Empirical Study”, *Journal of Product and Brand Management*, 17 (4), 254-264

### *Chapters in Book*

- **2019**, “*The Making of the Zou Chuqu Strategy at the Brand Level*”, in J. Agarwal and T. Wu, *Editors*, *Emerging Issues in Global Marketing: A Shifting Paradigm*, Springer. With Regalado, O. and Mazé, D. (under review)
- **2014**, “*Preserving luxury exclusivity through arts*”, with Valek, I. in: S. Reinecke, B. Berghaus and G. Müller-Stewens *Editors*, *The Management of Luxury*, Kogan Page, London, ISBN 978 0 7494 7166 8
- **2011**, “*Emerging Countries' Firms' Branding Strategy*”, in: M. Marinov, Editor, “*Internationalization of Emerging Economies and Firms*”, Palgrave MacMillan, with F. Ille, ISBN 978 0 2303 4833

- **2006**, “*Brand portfolio: a new marketing competency for diminishing strategic risks*”, with L.P. Calderon-Moncloa in: G. Suder editor, “Corporate strategies under international terrorism and adversity”, E. Elgar Pub., ISBN 978 1 84542 241 7

**Case studies**

- **2019**, “*Repetto dances with success*”, forthcoming
- **2017**, “*Havana Club: Cuban Ron Guerilla*”, CCMP 1907M03
- **2012**, “*S.T. Dupont: Back to Brand*”, ECCH reference 512-051-1
- **2011**, “*Club Med: Is the Phoenix Rising from the Ashes?*”, ECCH reference 511-060-1
- **2010**, “*Al Marsa Fisheries; Sustainability put into practice*”, ECCH reference 310-200-1

**ACADEMIC ACTIVITIES**

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**Professional Contributions**

Member of the *Faculty of Assessors* of the Association of MBAs, AMBA

- Country Director, Euromed Research Business Institute – EMRBI
- Member of the Editorial Board of Marketing & Management
- Member of the Editorial Board of the Journal de Investigación, ITESM, Mexico
- Member of the Editorial Board of the Revista de Negocios Internacionales, Colombia
- Reviewer, Journal of Business Research
- Reviewer, Journal of Marketing Management
- Reviewer, Journal of Consumer Behaviour
- Reviewer, Journal of Brand Management
- Reviewer, Marketing Intelligence and Planning
- Reviewer, International Journal of Emerging Markets

**Specialisms and research interests**

**International Business** including issues such as:

- Marketing in and from emerging countries
- Globalisation and intercultural management

**The links between marketing and strategy**, particularly:

- Business Models
- International Brand Management issues
- Brand portfolios
- Arts and Marketing

**Courses taught, past three years**

All courses taught in English, in French and in Spanish indiscriminately

	<b>Under graduate</b>	<b>Masters</b>	<b>MBA/ ExecMBA</b>	<b>DBA</b>
Business Models: The New Frontier of Strategy		√	√	√
Strategic Brand Management	√	√		
Luxury Brands Strategy	√	√	√	
Value Creation in Emerging Markets and Transitional Economies	√	√		
Dynamic Pricing and Revenue Management		√	√	
Marketing the right price	√	√		√

## REFEREES

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Dr Mark Esposito

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