

## Colette Depeyre

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### Academic position

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Maître de conférences / Assistant professor – Université Paris-Dauphine (2010-)

Moniteur, ATER / Teaching assistant – Université Paris Ouest Nanterre (2005-2010)

### Personal background

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PhD in Management, Université Paris Ouest Nanterre / Ecole polytechnique (2005-2009),  
finalist for the best dissertation award in Strategic Management, FNEGE-AIMS

Visiting student at M.I.T., Security Studies Program (autumn 2006)

MSc in European Politics & Governance, London School of Economics (2003-2004)

Magistère in Economics & Management, Ecole Normale Supérieure de Cachan (2000-2004)

Agrégation externe in Economics & Management, ranked 1<sup>st</sup> (2003)

European Commission, DG Enterprise and Industry, 5-months internship within the Industrial Policy Team (2004-2005)

### Research overview

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My disciplinary focus is in strategic management, with interests in the processes of strategic renewal, specifically in complex product systems industries impacted by techno-organizational change. Both capabilities and market dynamics are at stake. As an empirical context, I have been studying the first five US defense systems integrators (Boeing, General Dynamics, Lockheed Martin, Northrop Grumman and Raytheon). Through a longitudinal comparative case-study, I have explored how they contributed and reacted, together with the Department of Defense, to the shaping of two major industry changes since the end of the Cold War: a wave of mergers and acquisitions (1992-1998) and a broad techno-organizational change (the emergence of “systems of systems” approaches, from the end of the 90s).

My current projects include:

- The deployment of dynamic capabilities within US defense firms (with J.P. Vergne)
- Processes and industry turning points. Critical phases at the actors’ and market’s levels
- Independence and competence of high-level systems integrators
- Valuing strategy: the credibility gap issue (with D. Jacquet)
- Platforms for open innovation, a review of practices (with R. Maniak)
- The economic dimension of strategy (with H. Dumez)

## Publications and Conferences

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### Articles

- Depeyre C. & Dumez H. (2009), "A management perspective on market dynamics: Stabilizing and destabilizing strategies in the US defense industry", *European Management Journal*, vol. 27, n°2, pp. 90-99
- Depeyre C. & Dumez H. (2008), "What is a market? A Wittgensteinian exercise", *European Management Review*, vol. 5, n°4, pp. 225-231
- Depeyre C. (2008), "Orchestrer les actifs pour rester concurrentiel. La trajectoire stratégique de Raytheon", *Gérer & Comprendre*, n°91, pp. 55-66
- Depeyre C. & Dumez H. (2008), "Stratégies de déstabilisation et de stabilisation des marchés : une approche séquentielle dans le cas de l'industrie de défense américaine", *Finance, Contrôle, Stratégie*, vol. 11, n°2, pp. 147-171
- Depeyre C. & Dumez H. (2007), "Le rôle du client dans les stratégies de coopération. Le cas de l'industrie américaine de défense", *Revue française de gestion*, vol. 33, n°176, pp. 99-110
- Depeyre C. & Mirc N. (2007), "Dynamic Capabilities : problèmes de définition et d'opérationnalisation du concept", *Le Libellio d'AEGIS*, vol. 3, n°5, pp. 2-12
- Depeyre C. (2006), "Pourquoi certaines entreprises sont-elles durablement plus performantes que d'autres ? ", *Sociétal*, n°52, pp. 32-36
- Depeyre C. (2005), "Retour sur la théorie des ressources", *Le Libellio d'AEGIS*, n°1, pp. 9-14

### Book chapters

- Depeyre C. & Dumez H. (2010), "The Role of the Buyer in Coopetition Strategies: The Case of the US Defense Industry", in Yami S., Castaldo S., Dagnino G.B. & Le Roy F., *Coopetition. Winning Strategies for the 21st Century*, Edward Elgar, pp. 124-140
- Depeyre C. & Dumez H. (2010), "Typologie de la coopération", in Yami S. & Le Roy F., *Stratégies de coopération*, De Boeck, pp. 71-79
- Depeyre C. & Dumez H. (2010), "Qu'est-ce qu'un marché ? Un exercice wittgensteinien", in Hatchuel A., Favereau O. & Aggeri F., *L'activité marchande sans le marché*, Mines Paristech, pp. 211-228
- Depeyre C. & Dumez H. (2009), "La révolution des systèmes de systèmes", *La Tribune*, 16 mars (published in Benghozi P.J. & Huet J.M., *Le meilleur de la stratégie et du management*, Paris, Pearson Education France / La Tribune, pp. 253-255)

### Dissertation

- De l'observable au non observable : les stratégies d'identification, d'adaptation, de création d'une capacité de la firme. Dynamiques de l'industrie américaine de défense (1990-2007)*, Thèse de doctorat de l'Université Paris Ouest Nanterre La Défense, 30 nov. 2009
- Defense committee: Hervé Dumez (advisor, CNRS / CRG-Ecole polytechnique), Bernard Cova (Euromed Management Marseille), Alain Desreumaux (Université Lille 1), Michael Jacobides (London Business School), Dominique Jacquet (Université Paris Ouest Nanterre), Christian Schmidt (Université Paris Dauphine)

### Conferences

- Depeyre C. (2011), "Processes and industry turning points. Critical phases at the actors' and market's levels", EGOS Colloquium, Gothenburg, July 6-9
- Depeyre C., Dumez H. & Jeunemaître A. (2009), "Entrepreneurial strategy and cooperation. Boeing's strategy in the Air Traffic Management", International Workshop on Cooperation and Entrepreneurship, Montpellier, June

- Depeyre C. & Dumez H. (2008), "Le concept de coopération: quelques voies de recherche à partir d'une analyse de cas", Journée de recherche AEGIS "Concurrence et coopération: diversité d'approches et de contextes », Paris, Nov. 20
- Depeyre C. & Dumez H. (2008), "Qu'est-ce qu'un marché ? Un exercice wittgensteinien", Colloque « L'activité marchande sans le marché », Centre Culturel International de Cerisy, June 4-11
- Depeyre C. & Dumez H. (2008), "Le rôle architectural du client dans la coopération. Un essai de typologie des processus coopératifs dans l'industrie de défense américaine", AIMS, Nice, May 29
- Depeyre C. & Dumez H. (2007), "The moving of the public/private boundary in weapon development: are systems of systems introducing a major shift?", International Conference "Privatizing national Defense: A Transatlantic Perspective", CERI/Sciences po, Paris, Nov. 23
- Depeyre C. (2007), "Stabilization and openness: how strategies shape the markets. The case of the US defense industry", EGOS Colloquium, Vienna, July 5-7
- Depeyre C. (2007), "Systems integration strategies as an attempt to secure a sustainable advantage", International Doctoral Workshop – Ecole polytechnique/Saïd Business School, Oxford, June 18-19

### Book reviews

- In Le Libellio d'AEGIS*, 2007, 3(2), pp. 21-24, with H. Dumez – About: Hedström P. & Swedberg R. (1998), *Social Mechanisms. An Analytical Approach to Social Theory*, Cambridge, Cambridge University Press
- In Gérer & Comprendre*, 2006, n°84, pp. 59-61 – About: Berger S. (2005), *How We Compete, What Companies Around The World Are Doing To Make It In Today's Global Economy*, Currency Doubleday
- In Le Libellio d'AEGIS*, 2006, n°3, pp. 14-14, with H. Dumez – About: Prencipe A., Davies A. & Hobday M. (eds.) (2003), *The Business of Systems Integration*, Oxford, Oxford University Press

### Administrative & scientific activities

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Reviewer for the *European Management Journal*

Member of the *Libellio d'Aegis* Editorial Board

Member of the CSFRS (Conseil Supérieur pour la Formation et la Recherche Stratégique) Scientific Council, Section III

Member of the CEFAG-FNEGE program (2006)

### Teaching

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Strategic Management (2010-)

Business models (2011-)

Strategic Marketing (2010-)

Strategy & Corporate Social Responsibility (2010-)

Corporate Finance (2005-2010)