

# Felix PAPIER

Professor

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## DIPLOMAS

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### DIPLOMAS

2008	Ph.D. in Operations Research (University of Cologne Germany)
2003	Master of Science in Information Systems (Universität Münster Germany)
2002	Graduate student (University of Illinois United States of America)
2001	Bachelor of Science in Information Systems (Universität Münster Germany)

## CAREER

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### FULL-TIME ACADEMIC APPOINTMENTS

2011 - 2012-08-31	Assistant Professor (ESSEC Business School France)
2012 - 2017-08-31	Associate Professor (ESSEC Business School France)
2017 - Now	Professor (ESSEC Business School France)

### PROFESSIONAL APPOINTMENTS

2008 - 2010-12-31	Management consultant (McKinsey & Company Germany)
2005 - 2006-12-31	Supply chain consultant (Thonemann GmbH Germany)

## OTHER APPOINTMENTS

2006 - 2006-12-31 Research visit (Hong Kong University of Science and Technology (HKUST) China)

## OTHER ACADEMIC APPOINTMENTS

2017 - 2022-08-31 Dean of pre-experience programs (ESSEC Business School France)

2023 - 2026-08-31 Holder of the ESSEC Global Circular Economy Chair (ESSEC Business School France)

## PUBLICATIONS

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### PRESENTATIONS AT AN ACADEMIC OR PROFESSIONAL CONFERENCE

[PAPIER, F. \(2006\). Optimizing Fleet Size and Structure of a Rail Car Rental System with Seasonal and Batched Demand. Dans: INFORMS International 2006. Hong Kong.](#)

[LIU, B. et PAPIER, F. \(2020\). Remanufacturing of Multi-Component Systems with Product Substitution. Dans: 31st POMS Annual Conference 2020.](#)

[KESHVARI, M., PAPIER, F. et EFTEKHAR, M. \(2016\). Fleet Management for Humanitarian Development Programs with Uncertain Budget. Dans: Biennial Conference of the EURO Working Group on Stochastic Modeling.](#)

[PAPIER, F. \(2011\). Advance Demand Information in Multi-Location Inventory Allocation Settings. Dans: IFORS 2011 Conference.](#)

[ZHAO, Y. et PAPIER, F. \(2019\). Call-Center-Based Scheduling of Sales Field Visits. Dans: 30th Annual POMS Conference. Washington.](#)

[PAPIER, F. \(2013\). Control of Make-to-Stock Manufacturing Lines with Convex Marketing Costs. Dans: 26th EURO – INFORMS Joint International Conference.](#)

[ZHAO, Y. et PAPIER, F. \(2018\). Heuristics for Call-Center-Based Scheduling of Field Visits. Dans: 7th Meeting of the EURO Working Group on Stochastic Modelling \(StochMod 2018\).](#)

[ZHAO, Y. et PAPIER, F. \(2019\). Policies for Call-Center-Based Scheduling of Sales Visits. Dans: 2019 MSOM Annual Meeting.](#)

[PAPIER, F. \(2014\). Supply Allocation under Advance Demand Information. Dans: 2014 Production](#)

[and Operations Management Society Annual Meeting.](#)

[PAPIER, F. \(2014\). Supply Allocation under Advance Demand Information. Dans: Joint Meeting of the GOR and the EURO Working Group on Stochastic Modeling \(StochMod\) 2014.](#)

[PAPIER, F. \(2014\). Supply Allocation under Advance Demand Information. Dans: 2014 INFORMS Annual Meeting.](#)

[PAPIER, F. \(2012\). Energy Management in Make-to-Stock Manufacturing Lines with Backordering. Dans: 4th Meeting of the EURO Working Group on stochastic Modeling 2012.](#)

[PAPIER, F. \(2012\). Sequential Advance Demand Information in Supply Allocation. Dans: 2012 INFORMS Manufacturing & Service Operations Management \(MSOM\) Conference.](#)

[PAPIER, F., GULLY, T. et THONEMANN, U. \(2014\). The Effect of Group Identity on Supply Chain Forecasting and Ordering. Dans: 2014 INFORMS Annual Meeting.](#)

[PAPIER, F., THONEMANN, U. et GULLY, T. \(2016\). Group Identity to Manipulate Social Preferences in Sales and Operations Planning. Dans: 2016 Institute for Operations Research and the Management Sciences \(INFORMS\) Annual Meeting.](#)

[PAPIER, F. \(2015\). Group Identity to Manipulate Social Preferences in Supply Chains with Costly Effort. Dans: 2015 Annual Conference of the Manufacturing & Service Operations Management \(MSOM\) Society.](#)

[PAPIER, F. \(2015\). Managing Electricity Peak Loads in Make-to-Stock Manufacturing Lines. Dans: 2015 Institute for Operations Research and the Management Sciences \(INFORMS\) Annual Meeting.](#)

[RAMANI, V. et PAPIER, F. \(2022\). Improving Service Capacity via Coopetition. Dans: 2022 Manufacturing & Service Operations Management Conference. Munich.](#)

[PAPIER, F. et THONEMANN, U. \(2007\). Capacity Rationing in Stochastic Rental Systems with Advance Demand Information. Dans: INFORMS Annual Meeting 2007. Seattle.](#)

[PAPIER, F. et THONEMANN, U. \(2007\). Capacity Rationing in Stochastic Rental Systems with Advance Demand Information. Dans: GOR Annual Meeting. Saarbruecken.](#)

[PAPIER, F., DUHAYLONGSOD, J.B. et ONCULER, A. \(2021\). The Impact of Incentives on Consensus Forecasting in Sales and Operations Planning has been accepted. Dans: 2021 Manufacturing and Service Operations Management Conference. Virtual.](#)

[ZHAO, Y., PAPIER, F. et TEO, C.P. \(2022\). Market Thickness In Online Food Delivery Platforms: The Impact Of Food Processing Times. Dans: 2022 Institute for Operations Research and the Management Sciences \(INFORMS\) Annual Meeting. Indianapolis.](#)

[PAPIER, F. et ZHAO, Y. \(2023\). Scheduling Customer-preference-based Field Appointments Under Uncertainty. Dans: 2023 Institute for Operations Research and the Management Sciences](#)

[\(INFORMS\) Annual Meeting. Phoenix.](#)

[TANG, C.S., PAPIER, F. et PARAPPATHODI, J. \(2023\). Eliminating Forced Labor and Coercion in the Labor Supply Chain. Dans: 2023 Production and Operations Management Society \(POMS\) Annual Conference. Orlando.](#)

[HUMAWAT, G., ROY, D. et PAPIER, F. \(2024\). Optimal Capacity Allocation to an Automotive OEM Facing Service-dependent Demand and Market Exit Risk. Dans: 8th Stochastic Modelling Workshop \(StochMod 2024\) / EURO. Milan.](#)

[PAPIER, F. \(2024\). The Role of Operations & Supply Chains in Transforming Companies and Communities. Dans: Science & Society 2024. Cergy.](#)

## **BOOK CHAPTERS**

[PAPIER, F. et THONEMANN, U. \(2008\). Foundations of Supply Chain Management. Dans: \*Handbuch Logistik \(in German\)\*. 1st ed. Berlin: Springer.](#)

[PAPIER, F. \(2018\). Comment gérer la complexité de la supply chain de tout simplisme. Dans: \*Complexité et organisations : faire face aux défis de demain\*. 1st ed. Eyrolles, pp. 217-228.](#)

[PAPIER, F. et THONEMANN, U. \(2018\). Supply Chain Management. Dans: Horst Tempelmeier \(ed.\). \*Begriff der Logistik, logistische Systeme und Prozesse\*. 1st ed. Berlin: Springer, pp. 29-54.](#)

[KESHVARI FARD, M. et PAPIER, F. \(2023\). Collaboration in Humanitarian Operations in the Context of the COVID-19 Pandemic. Dans: Rico Merkert, Kai Hoberg eds. \*Global Logistics and Supply Chain Strategies for the 2020s\*. 1st ed. Cham: Springer International Publishing, pp. 339-356.](#)

## **JOURNAL ARTICLES**

[PAPIER, F. et THONEMANN, U. \(2008\). Queuing Models for Sizing and Structuring Rental Fleets. \*Transportation Science\*, 42\(3\), pp. 302-317.](#)

[MAKOWSKI, V.T., PAPIER, F. et WALTER, F. \(2012\). Einkauf in unsicheren Zeiten \(Procurement in Unsecure Times\). \*Harvard Business Manager\*, pp. 8-12.](#)

[WAGNER, S., BADORF, F., HOBERG, K. et PAPIER, F. \(2019\). How Supplier Economies of Scales Drive Supplier Selection Decisions. \*Journal of Supply Chain Management\*, 55\(3\), pp. 45-67.](#)

[PAPIER, F. \(2016\). Managing Electricity Peak Loads in Make-To-Stock Manufacturing Lines. \*Production and Operations Management\*, 25\(10\), pp. 1709-1726.](#)

[KESHVARI, F., EFTEKHAR, M. et PAPIER, F. \(2019\). An Approach for Managing Operating Assets](#)

[for Humanitarian Development Programs. \*Production and Operations Management\*, 28\(8\), pp. 2132-2151.](#)

[LI, Y., LAN, Y. et PAPIER, F. \(2018\). Competition and Coordination in a Three-Tier Supply Chain with Differentiated Channels. \*European Journal of Operational Research\*, 269\(3\), pp. 870-882.](#)

[PAPIER, F. \(2016\). Supply Allocation Under Sequential Advance Demand Information. \*Operations Research\*, 64\(2\), pp. 341-361.](#)

[COMHAIRE, P. et PAPIER, F. \(2015\). Syngenta Uses a Cover Optimizer to Determine Production Volumes for Its European Seed Supply Chain. \*Interfaces\*, 45\(6\), pp. 501-513.](#)

[PAPIER, F., WOLFF, R.W. et THONEMANN, U. \(2007\). On the convexity of loss probabilities when arrivals occur in batches and servers are heterogeneous. \*Operations Research Letters\*, 35, pp. 467-471.](#)

[PAPIER, F. et THONEMANN, U. \(2010\). Capacity Rationing in Stochastic Rental Systems with Advance Demand Information. \*Operations Research\*, 58, pp. 274-288.](#)

[PAPIER, F. et THONEMANN, U. \(2011\). Capacity Rationing in Rental Systems with Two Customer Classes and Batch Arrivals. \*Omega\*, 39\(1\), pp. 73-85.](#)

[PAPIER, F. et THONEMANN, U.W. \(2021\). The Effect of Social Preferences on Sales and Operations Planning. \*Operations Research\*, 69\(5\), pp. 1368–1395.](#)

[KESHVARI FARD, M., LJUBIC, I. et PAPIER, F. \(2022\). Budgeting in International Humanitarian Organizations. \*Manufacturing & Service Operations Management\*, 24\(3\), pp. 1562-1577.](#)

[LIU, B. et PAPIER, F. \(2022\). Remanufacturing of Multi-Component Systems with Product Substitution. \*European Journal of Operational Research\*, 301\(3\), pp. 896-911.](#)

[DUHAYLONGSOD, J.B., PAPIER, F. et ÖNCÜLER, A. \(2023\). Reference-Dependent Preferences in Flat Penalty Service-Level Contracts. \*Journal of Operations Management\*, 69\(7\), pp. 1219-1234.](#)

[ZHAO, Y., PAPIER, F. et TEO, C.P. \(2024\). Market Thickness in Online Food Delivery Platforms: The Impact of Food Processing Times. \*Manufacturing and Service Operations Management\*, 26\(3\), pp. 853-872.](#)

[RAMANI, V. et PAPIER, F. \(2025\). Collaboration Between an Airline and Railways to Reduce the Cancellation-Risk of Waitlisted Passengers and Improve Seat Utilization. \*Service Science\*, 17\(2-3\), pp. 92-110.](#)

[PAPIER, F., TANG, C.S. et PARAPPATHODI, J.M. \(2025\). Forced Labor in Labor Supply Chains: Contracting and Information Asymmetry. \*Manufacturing and Service Operations Management\*. In press, pp. 1-20.](#)

[MODER, P., HOBERG, K. et PAPIER, F. \(2026\). Decision Threshold Setting in Binary Classification](#)

[Problems—A Behavioral Lens. \*Journal of Operations Management\*, In press.](#)

## **INVITED SPEAKER AT AN ACADEMIC CONFERENCE**

[PAPIER, F., TANG, C.S. et PARAPPATHODI, J. \(2023\). Eliminating Forced Labor and Coercion in the Labor Supply Chain. Dans: 2023 POMS International Conference. Paris.](#)

## **PUBLISHED CASES**

[PAPIER, F. \(2015\). Narayana Hospitals - Innovation management services in healthcare. ESSEC Business School.](#)

[PAPIER, F. \(2025\). Buildings as Material Banks \(Bamb\): A New Circular Business Model for Bouygues Construction? ESSEC Business School.](#)

## **PRESS ARTICLE, VIDEO OR OTHER POPULAR MEDIA**

[PAPIER, F. et TANG, C. \(2022\). Les entreprises européennes devront passer au crible l'ensemble des activités de leurs sous-traitants et des sous-traitants de leurs sous-traitants. \*Le Monde\*.](#)

[PAPIER, F. et TANG, C. \(2022\). Chaînes d'approvisionnement : trop complexes pour être sûres ? \*Les Echos\*.](#)

## **RESEARCH ACTIVITIES**

### **Member of an academic association**

2011 - Now: Member of INFORMS  
2011 - Now: Member of POMS  
2011 - Now: Member of EURO StochMod

## **PROFESSIONAL ACTIVITIES**

### **Consulting**

2009 - 2010: Referee, business plan competition NUK, Cologne, Germany

## **SERVICES**

2014 - 2017: General secretary and elected member of the ESSEC Senate (ESSEC)

2017 - Now: Business School France)  
Member of the Conseil des Etudes (CentraleSupélec France)