

## Matilde GUILHON, Ph.D.

French citizenship – Bologna, Italia  
matilde.guilhon@unibo.it

### ACADEMIC APPOINTMENTS

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- Università di Bologna, Italy** Dec. 2024 – now  
Postdoctoral Research Fellow, Management Department
- MIT Sloan School of Management, USA** March – May 2024  
Visiting Scholar, Economic Sociology Department.  
Invited by Prof. Ezra W. Zuckerman-Sivan
- Square Management, France** May 2021 – now  
**Research Fellow**  
Conducting applied research on business model innovation, digital platforms, and ecosystems

### EDUCATION

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- ESCP Business School, France** Oct. 2020 – June 2024  
Ph.D. in Management  
Thesis Title: Incumbents' Response Strategies to Category Emergence in the Digital Platform Age. The Case of European Retail Banking (2013-2023)  
Committee: Regis Coeurderoy, ESCP; Maral Muratbekova, ESCP; Rodolphe Durand, HEC Paris; Pinar Ozcan, Oxford SBS; Thomas Roulet, Cambridge JBS; Diego Zunino, SKEMA
- Université Paris II Panthéon-Assas, France** 2019 – 2020  
Master of Research, summa cum laude
- ESCP Business School, France, UK, Spain** 2015 – 2019  
Master in Management  
Exchange program at CLSBE, Portugal
- Franklin Saint Louis de Gonzague, France** 2013 – 2015  
Intensive preparation courses for the competitive entrance exams to top Business Schools  
Major in Economics, summa cum laude

### RESEARCH INTERESTS

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Categories and Categorization – Incumbents – Platform Economy – Market Emergence – Optimal Distinctiveness – Innovation – Resilience

### ACADEMIC PUBLICATIONS, PAPERS UNDER REVIEW AND WORKING PAPERS

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- [1] Muratbekova, M., Dupas-Amory, T., Garcia, D., Glaser, A., **Guilhon, M.**, Lesperance, C., Geneste, S. 2024. When 'Bouncing Back' Is Harmful: Exploring the Dark Side of Individual Resilience, *Academy of Management Learning and Education*, [doi:10.5465/amle.2023.0523](https://doi.org/10.5465/amle.2023.0523)
- [2] **Guilhon, M.** & Coeurderoy, R. Conceptual paper on categorization in digital platform markets (Status: Manuscript in preparation)
- [3] **Guilhon, M.** "Category Appropriation: Incumbents' Response to Category Emergence in the European Retail Banking Industry" (Status: Manuscript in preparation)

- [4] **Guilhon, M.** “Friends or Foes: Incumbents’ Parallel Identity Claims and Category Creation in Banking”  
(Status: Manuscript in preparation)
- [5] Dupas, T., Garcia Quevedo, D., Glaser, A., **Guilhon, M.**, Muratbekova-Touron, M. Research project on paradoxes and identity work of early-career academics (Status: Data analysis)
- [6] **Guilhon, M.** & Russo, M. Research project on paradoxes and organizational resilience (Status: Data analysis)
- [7] **Guilhon, M.** Research project on low-status and high-status products in the Champagne industry (Status: Initialization Phase)

## ACADEMIC PRESENTATIONS

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### Presentations in peer-reviewed conferences and workshops:

- “Friends or Foes: Incumbents’ Parallel Identity Claims and Category Creation in Banking”
- **12<sup>th</sup> SKEMA KTO Paper Development Workshop** – June 2024, Sophia Antipolis, France
  - **SCOPES Paper Development Workshop** – July 2024, Barcelona, Spain
  - **40<sup>th</sup> European Group for Organizational Studies Colloquium** – July 2024, Milan, Italy
  - **84<sup>th</sup> Annual Meeting of the Academy of Management** – August 2024, Chicago, USA
  - **Strategic Management Society’s 44<sup>th</sup> Annual Conference** – October 2024, Istanbul, Türkiye
- “Category Reappropriation: Incumbents’ Response to Category Emergence in the European Retail Banking Industry”
- **83<sup>rd</sup> Annual Meeting of the Academy of Management** – August 2023, Boston, USA
  - **Aalto University Paper Development Workshop** – May 2023, Helsinki, Finland
- “Categories and Categorization in the Digital Platform Era: Integration and Future Research Directions”
- **European Academy of Management 2023 Conference** – June 2023, Dublin, Ireland
  - **Wharton Corporate Strategy & Innovation Conference** – December 2022, Philadelphia, USA
  - **38<sup>th</sup> European Group for Organizational Studies Colloquium** – July 2022, Vienna, Austria
- “When ‘Bouncing Back’ Is Harmful: Exploring the Dark Side of Individual Resilience”
- **31<sup>st</sup> AIMS Conference** – May 2023, Strasbourg, France

### Research seminars and doctoral workshops:

- **15<sup>th</sup> Medici Summer School in Management Studies** – June 2023, Boston, USA
- **30<sup>th</sup> AIMS Conference, Doctoral Consortium** – May 2022, Annecy, France
- **HEC Paris Strategy & Business Policy Block Seminar** – April 2022, Paris, France

### Other seminars:

- Organization of the seminar **“Être une entreprise à l’ère des plateformes”**, with Prof. Rayna (École Polytechnique, i3-CRG) – October 2024, Paris, France

## HONORS

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### Awards

- “Friends or Foes: Incumbents’ Parallel Identity Claims and Category Creation in Banking”  
Nominated for the Best PhD Paper Prize, 44<sup>th</sup> SMS Conference, 2024  
Winner of the Square Management “Expertise and Differentiation Award”

## Grants

ESCP Scholarship to support my visiting at MIT Sloan, 2024 (4 500\$)

Full Ph.D. scholarship offered by Square Management, 2021-2024 (38 000\$)

## ACADEMIC AND PROFESSIONAL SERVICE

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### Lecturer

“Strategic management in the digital age”, Master in Management, ESCP, 2021-2024

“Digital platforms”, MSc Strategy & Digital Business, ESCP, Spring 2024

### Master Thesis Supervision

Co-supervisor for two M2 students in 2021-2022 and one M2 student in 2022-2023

### Group Project Supervision

Tutor of 4 groups per year for the Bachelor Collective Projects, 2022-2024

“Digital platforms”, MSc Strategy & Digital Business, ESCP, Spring 2024

### Examiner

Entrance exam for the Master in Management, ESCP, 2020-2024

Entrance exam for the Bachelor in Management, ESCP, 2020-2024

### Service to the PhD program

PhD elected representative 2021-2022, and organizer of a toolkit dedicated to “CIFRE” PhD students

### Reviewer

Academy of Management Annual Conference, 2022-2024

EURAM, 2022-2024

### Session Moderator

“Categories and category emergence”, OMT, Academy of Management Annual Conference, 2023

## OTHER PROFESSIONAL EXPERIENCES

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**DFS Group, LVMH, Hong Kong** 2018  
**Global Strategy Analyst**

**Deloitte, France** 2017  
**Consultant in Finance Transformation**

**Galerie Montaigne, Monaco & Hong Kong** 2016  
**Business Analyst**

## PRACTITIONER PUBLICATIONS

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- Juin, C., **Guilhon, M.** Da Motta, T., & Alcaud, D. (2024). L'entreprise à l'ère des plateformes digitales et responsables ? Square Research Center.
- **Guilhon, M.** & Bandu, A. (2024). Le beyond banking: un levier stratégique dans la conquête des mass affluent? *Financial Services & Beyond by Circle Strategy*. 1 : 15-18.
- Coeurderoy, R. & **Guilhon, M.** (2023). Why banks are moving towards the banking-as-a-platform model, *LSE Business Review*, 2023/04/28.
- Coeurderoy, R., & **Guilhon, M.** (2022). Dancing in the dark: Regulatory reforms and incumbents' evolution towards new value creation models in the process of open banking. *ESCP Impact Papers*, 3,

139-145.

- **Guilhon, M.** (2022). European Open Banking regulations: Do they really favor innovation? Evidence from a cross-regional comparison between Asia and Europe. *ESCP Impact Papers*, 3, 174-181.
- **Guilhon, M.** (2022). Limitations to Open Banking regulations in Europe. *The Banker (Financial Times)*, 2022/08/30.
- **Guilhon, M.** (2022). Les réglementations en matière d'Open Banking ne favorisent pas vraiment l'innovation. *La Tribune*, 2022/08/29.
- **Guilhon, M., Gérard, F.** (2021). Les marchés émergents: la voie royale pour l'expansion des GAFAs dans les services financiers. *La Tribune*, 2022/12/03.
- **Guilhon, M.** (2021). Platform-as-a-Bank vs. Bank-as-a-Platform: ce que les plateformes nous enseignent en matière d'analyse stratégique. *Mind Fintech*, 2021/10/18.
- **Guilhon, M.** (2021). L'émergence d'un nouvel écosystème bancaire dans le cadre de l'Open Banking, Working Paper, Square Research Center.

## SKILLS

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**Software** STATA, NVivo, R (learning)  
**Languages** French (native), English (fluent), Italian (intermediate), Spanish (intermediate)

## EXTRACURRICULAR ACTIVITIES

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Running (Marathon, Half-Marathon), French Literature

## LIST OF REFERENCES

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**Prof. Regis Coeurderoy**  
Associate Dean for Research  
Professor of Strategy & Innovation  
ESCP Business School  
rcoeurderoy@escp.eu

**Prof. Rodolphe Durand**  
Joly Family Chaired Professor in  
Purposeful Leadership  
HEC Paris  
durand@hec.fr

**Prof. Maral Muratbekova-Touron**  
Professor of Management  
Head of the Management Department  
ESCP Business School  
mmuratbekova@escp.eu