

# Matilde GUILHON

Assistant Professor

Academy: Transformation

Research center: Knowledge, Technology and Organization

Campus: Paris

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## Teaching interests

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Strategy; platform strategy; ecosystems; organizational transformation

## Education

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2024	PhD, Strategic Management, ESCP Business School, France
2020	Master of Research, Université Paris 2 Panthéon-Assas, France
2019	Master in Management, ESCP Business School, France

## Experience

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### Full-time academic positions

Since 2025	Assistant Professor, SKEMA Business School, France
2024 - 2025	Postdoctoral researcher, University of Bologna, Italy
2024	Visiting PhD Student, MIT Sloan School of Management, United States of America

### Other academic affiliations and appointments

Since 2025	Program Director - MSc Strategic Management Consulting, SKEMA Business School, France
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### Other professional experiences

2021 - 2024	Researcher-Consultant, Square Management, France
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## Research grants, Awards and Honors

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### Awards and Honors

2025	Solemn Thesis Prizes of the Chancellery of the Universities of Paris, France
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### Research Grants

2025	Sonepar Chaire - New Platform Strategies, ESCP Business School, France
2024	Scholarship to support my visiting at MIT Sloan, ESCP Business School, France
2021	Full Ph.D. scholarship offered by Square Management, France

## Publications

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### Peer-reviewed journal articles

MURATBEKOVA-TOURON, M., DUPAS AMORY, T., GARCIA QUEVEDO, D., GLASER, A., GUILHON, M., GENESTE, S. and LESPERANCE, C. (2025). When Bouncing Back Is Harmful: Exploring the Dark Side of Resilience in PhD Management Students. *Academy of Management Learning and Education*, 24(2), pp. 175-196.

### **Conference proceedings**

GUILHON, M. (2024). Friends or Foes: Incumbents' Parallel Claims and Category Creation in Retail Banking. *Academy of Management Proceedings*, 2024(1).

GUILHON, M. (2023). Category Reappropriation: Incumbents' Response to Category Emergence in the Retail Banking Industry. *Academy of Management Proceedings*, 2023(1).

### **Conference presentations**

GUILHON, M. and COEURDEROY, R. (2025). Categories and Categorization in Platform Ecosystems: Extension and Future Research Directions. In: European Group for Organizational Studies Colloquium. Athens.

GUILHON, M. (2025). Category appropriation: leveraging the threat of category emergence as a source of strategic differentiation. In: Strategic Management Society. San Francisco.

GUILHON, M., DELLA ZASSA, P., TOGNAZZO, A. and RUSSO, M. (2025). Learning Under Tensions: Organizational Resilience and Post-Crisis Adaptation in a Italian University Hospital. In: European Group for Organizational Studies Colloquium. Athens.

GUILHON, M. (2025). Category appropriation: leveraging the threat of category emergence as a source of strategic differentiation. In: Strategic Management Society 45th Annual Conference. San Francisco.

GUILHON, M. (2024). Friends or Foes: Incumbents' Parallel Identity Claims and Category Creation in Banking. In: Strategic Management Society. Istanbul.

GUILHON, M. (2024). Friends or Foes: Incumbents' Parallel Identity Claims and Category Creation in Banking. In: Academy of Management Annual Meeting. Chicago.

GUILHON, M. (2024). Friends or Foes: Incumbents' Parallel Identity Claims and Category Creation in Banking. In: European Group for Organizational Studies Colloquium. Milan.

### **Faculty research seminar presentations**

GUILHON, M. (2024). Friends or Foes: Incumbents' Parallel Identity Claims and Category Creation in Banking. In: SCOPES Paper Development Workshop. Barcelona.

GUILHON, M. (2023). Category Appropriation: Incumbents' Response to Category Emergence in the European Retail Banking Industry. In: Aalto University Paper Development Workshop. Helsinki.

GUILHON, M. (2023). Doctoral project. In: Medici Summer School in Management Studies. Boston.

GUILHON, M. (2022). Doctoral project. In: AIMS Annual Conference. Annecy.

GUILHON, M. and COEURDEROY, R. (2022). Categories and categorization in the digital platform era. In: Wharton Corporate Strategy & Innovation Conference. Philadelphia.

GUILHON, M. and COEURDEROY, R. (2022). Categories and categorization in the digital platform era. In: EGOS Annual Colloquium. Vienna.

### **Press and social media**

GUILHON, M. and COEURDEROY, R. (2023). Why banks are moving towards the banking-as-a-platform model. *LSE BUSINESS REVIEW*.

GUILHON, M. (2022). Limitations to Open Banking regulations in Europe. *THE BANKER*.

GUILHON, M. and COEURDEROY, R. (2022). Dancing in the dark: Regulatory reforms and incumbents' evolution towards new value creation models in the process of open banking. *ESCP IMPACT PAPERS XXX*, pp. 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*.

# Professional Activities

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**Other professional activities**

Since 2025      External researcher, McKinsey & Company, France