

**Nicolas  
Graf**

**Professeur  
Assistant,  
Département  
Management**



## Contact

✉ **Mail:**  
graf@essec.fr  
✉ Avenue Bernard  
Hirsch.  
BP 50105  
95021 Cergy Pontoise  
cedex  
FRANCE

## Formation

Ph.D. Hospitality and Tourism Management - Minor: Strategic Management and Corporate Finance - Pamplin College of Business, Virginia Tech. Blacksburg, Virginia, USA

MBA International Hospitality Management - Ecole Hôtelière de Lausanne, in academic collaboration with Ecole des HEC, Université de Lausanne, Switzerland

## Thèmes de recherche

Competitive Strategy  
Market Structure  
Franchise Systems  
International Business

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## Publications

### ✉ Publications académiques

#### Articles

"Market structure and demand-side substitutability of chained urban hotel segments" (N. Graf), *International Journal of Hospitality Management*, Numéro -

"Stock Market Reactions to Entry Mode Choices of Multinational Hotel Firms" (N. Graf), *International Journal of Hospitality Management*

"Branding: Myth and Reality in the Hotel Industry" (M. Olsen, Y. Chung, N. Graf, K. Lee, M. Madanoglu), *Retail & Leisure Property*, janv. 2005, Numéro 4 (2), p. 146-163

#### Chapitres

*Industry Critical Success Factors and their Importance to Strategy*. In: *Strategic Handbook*. Oxford (U.S.A.) : Zhao J. and Olsen M., ed-Butterworth Heinemann, 2008

### ✉ Autres activités pédagogiques

2008-2010: Assistant Professor - University of Houston - Strategic Management, Financial management, Real Estate Finance and Investment

2004-2006: Professor - Ecole Hôtelière de Lausanne - Financial Management, Corporate finance, Hospitality Strategy

2006-2010: Visiting Professor Reims Management School - Strategic Management, European Executive MBA, Corporate MBA, Kempinski AG Financial Decision making under uncertainty

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## Autres activités

### ▫ Prix et distinctions

2001: Relais et Châteaux Award for best Thesis

2001 - Award for best Business Project

2001 - Banque Cantonale Vaudoise Award for best Overall GPA

2001 - Vaus Tourisme Award for best senior GPA

1999: Nestlé Award for best restaurant concept and development

### ▫ Affiliations et activités académiques

Council on Hotel Restaurant and Institutional Education (CHRIE)

Hospitality Financial and Technology Professionals (HFTP)

### ▫ Conseil

Consultant - Lausanne Hospitality Conducted various consulting assignments for global companies, NGOs' as well as SMEs' in the area of service reengineering and hotel development

### ▫ Expérience professionnelle

Project Manager - EHLITE Development of the EHLITE magazine and media concept ; achieved breakeven in operations in one year and launched the magazine (8000 copies per issue)