

Pauline Alessandra

PhD Social Scientist with a decade of experience in Transformation consulting

ACADEMIC POSITIONS

- Since 2025. École Polytechnique (Paris, France)
 - Part-time Lecturer
 - Founding member of the Legitimacy Community (<https://legitimacy-research.org/>)

EDUCATION

- **2020-2024. University of Montpellier (Montpellier, France)**
 - PhD in Strategic Management. Dissertation title: “*Tango with the Devil: Collaborating with Adversaries to Maintain Organizational Legitimacy. Air France's Case Facing Environmental Pressure.*” Supervised by Pr Paul Chiambaretto
 - **2025:** Best Thesis Finalist — International Association for Strategic Management.
 - **2025:** Best Thesis Winner — French ANDESE Association
 - **2023. University of Cambridge (Cambridge, United Kingdom)**
 - Two months of visiting supervised by Pr Thomas Roulet. Presentation of a working paper at the PhD weekly seminar.
- **2015. University Paris II – Panthéon Assas (Paris, France)**
 - Master II – Digital Strategy & Communication
- **2012-2014. École Normale Supérieure (Lyon, France)**
 - Master II Research in Contemporary History. Social Sciences Department. Supervised by Pr. Laurent Douzou & Dr. Emmanuelle Picard.

PUBLICATIONS

Published papers

Alessandra, P., Roulet, T.J. & Chiambaretto, P. Working Behind the Scenes with the Enemy: The Tensions in Collaboration Between Contested Firms and NGOs to Produce Ethically Substantive CSR Communication. J Bus Ethics (2026). <https://doi.org/10.1007/s10551-026-06387-5>

Professional Report

- Entreprise & Progrès think tank (2025). *Educational leadership: a lever for social progress and performance for businesses*
- The Arcane (2023). *New Governance Models: Perspectives from Corporate Secretaries.*
- Entreprise & Progrès think tank (2023). *Leading Green. A compass for people at the heart of the ecological transition.*
- Chiambaretto et al. (2022). *Generation Z and air transport: What are the differences between the 15–24-year-old and the rest of the population?* Les Carnets de la Chaire Pégase, n°4
- Chiambaretto et al. (2021). *Business travel and videoconferencing: What is the future of air transport?* Les Carnets de la Chaire Pégase, n°3

Books

- *Riding the Wave: facing technological disruption, adapt or die.* Éditions Presse des Mines, 2020 (French only)

- *Robert Proton de la Chapelle, a Lyon native between tradition and modernity*. Lyon Philharmonic Association, 2019 (French only)

CONFERENCES & WORKSHOPS

- Alessandra, P. (2026). Tango with the devils. Combining market and non-market adversarial collaborations as a legitimacy maintenance strategy. 4th International Workshop on Legitimacy
- Alessandra, P., Rouyre A., Chappert C. (2026). Beyond the market. Rethinking coopetition with ideological adversaries. Strategy and Organization Theory Development Workshop
- Alessandra, P., Rouyre A., Chappert C. (2026). Au-delà du marché. Penser la coopetition avec des adversaires idéologiques, XXXVe conférence de l'Association Internationale de Management Stratégique
- Alessandra, P., & Carton, G. (2025). *Failing at legitimizing a subsidiary. Why Pollux could not fly*. XXXIVe conférence de l'Association Internationale de Management Stratégique
- Alessandra, P. & Chiambaretto, P. (2025). *Redefining a Coopetitive Relationship to Sustain the Legitimacy of a Contested Organization: The Case of Air France and SNCF*, 24nd annual conference of the European Academy of Management
- Alessandra, P., & Chiambaretto, P. (2023). *Working with the enemy: Collaborating with activists as a Legitimacy maintenance strategy to cope with flight-shaming*. In 26th Air Transport Research Society World Conference.
- Alessandra, P., & Chiambaretto, P. (2022). *The Raison d'être as an instrument for institutional maintenance: conditions and limits*. 22nd annual conference of the European Academy of Management
- Alessandra, P., & Chiambaretto, P. (2022). *The Raison d'être as an instrument for institutional maintenance: conditions and limits*. XXXI conférence de l'Association Internationale de Management Stratégique
- Alessandra, P. (2022). *Collaborer avec ses disrupteurs pour mettre en place une stratégie de travail institutionnel défensif : le cas d'Air France face aux pressions environnementales*. Atelier doctoral de la XXXI conférence de l'Association Internationale de Management Stratégique
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TEACHING EXPERIENCE

- **Ecole Polytechnique**
 - 2025: Fundamentals of Strategy & Innovation (21h, 3rd year engineer cycle)
 - 2025. Organization Theory (30h, 3rd year engineer cycle)
 - 2025. Impact Seminar (23h, MsC Project, Innovation, Conception)
- **University of Paris II Panthéon Assas, French Press Institute**
 - Since 2019. Organizational Transformation (24h, Master 2)
 - 2021. A 3-day learning expedition on Innovation topics in Corsica (Master 2)
- **Emlyon Business School**
 - 2022. Strategy in action: Air France strategy and life at a CEO's office (3h, MSc Consulting)
- **Montpellier Management Institute, University of Montpellier**
 - 2022. Project Management (27h, Master 1). Supervision of consulting projects.
 - Since 2020: Transformation & Change Management (24h, Master 2)
- **Montpellier Business School**
 - 2020. Transformation in the luxury industry (8h, Master 2)

Executive Education

- **Montpellier Business School**. 2024. Transformation & CSR (32h, for Air France)
- **The Boson Project Company**. 2021. Introduction to Organizational Legitimacy and Stigmatization (3h)
- **Air France Campus**. Fundamentals of Design Thinking (80h in 2018, 2019); Corporate Social Networks (24h in 2015)

NON-ACADEMIC POSITIONS

- **Ajar Conseil.** *Transformation Consulting Firm*
- Since 2023. **Freelance Consultant.**
 - *Safran Aircraft Engines.* Redefined partnership strategy in the electric mobility sector, fostering innovative collaborations and driving business growth.
 - *Casino Group.* Redesigned brand strategy, transforming communication processes to enhance brand visibility and customer engagement, management of internal crisis communication.
 - *French National Bank:* Confidential project on CSR engagement
 - *Renault & Capgemini :* Strategic positioning and communication on their restructuration plan
 - *Numeum.* Mission of public affairs to prepare the AI Paris Summit of 2025
 - *The Arcane, Entreprise & Progrès.* Organized and facilitated workshops, conducted in-depth analysis, and authored comprehensive reports on Corporate Social Responsibility transition, contributing valuable insights to the organization's initiatives. Conducted research and wrote a detailed report on new governance structures.
 - *Haïat Group, Tech Publica, Probe-Test.* Communication strategy and editorial content.
- **Hopium.** *Start-up in the hydrogen automotive industry*
 - Aug 2022 – Jan 2023. **Chief of Staff to the CEO and President**
 - Acted as a key advisor and right-hand person to the President (former Minister for Transport) and the CEO, providing strategic counsel on the start-up scale.
 - Managed all strategic steering committees, including strategy, sustainable development, and corporate impact. Develop and execute strategies aligned with corporate purpose and B-corp strategy to drive sustainable growth and social impact.
- **Air France.** *European leader airline*
 - Aug 2022 – Jan 2023. **Head of Corporate Communications**
 - Managed the Air France CSR campaign, overseeing a budget of €1 million, and implemented full-base customer communication strategies across print and digital platforms, effectively promoting CSR initiatives and enhancing the company's reputation. Developed and executed the corporate communications strategy, crafting compelling content that resonates with key opinion leaders. Managed a team of 3 communication officers.
 - Nov 2020 – Jul 2022. **CEO Speechwriter & coordinator**
 - Crafted impactful speeches, correspondence, newsletters, scripts, memos, and social media content for the CEO, ensuring a consistent and compelling communication strategy. Led the Executive Committee, organizing seminars, site visits, and safety briefings, fostering collaboration and alignment among top leadership for effective decision-making. Coordinated internal stakeholders for the CEO's Office, including customer services, public affairs, new mobility teams, and international delegations, ensuring seamless communication and collaboration across departments for streamlined operations and project execution.
 - Nov 2016 – Nov 2020: **Project Manager, then Chief of Staff to the EVP Transformation & Network**
 - *Chief of Staff.* Served as the primary advisor to the Executive Vice President of Transformation & Network, providing strategic guidance and support on critical initiatives and decision-making processes.
 - *Innovation.* Defined the company's innovation ambition, managed the portfolio of innovation projects, and cultivated an ecosystem of partners and collaborators to drive innovative initiatives and enhance Air France's competitive edge.
 - *Transformation.* Orchestrated the audit process, laying the foundation for successfully launching the 2019 transformation plan.
 - *Change Management Program Lead.* Designed and executed a comprehensive change management program to deploy new digital tools. Led training initiatives for a vast workforce, targeting 42,000 employees. Trained 600 ambassadors in change management techniques, empowering them to facilitate the transition process within their respective teams.
 - *Intrapreneurship Program Lead.* Initiated and managed a successful program, guiding teams from the spin-off phase to establishing a subsidiary. Oversaw the program's entire lifecycle, ensuring seamless execution and fostering a culture of innovation within the organization.

- *Network*. Led the communication and coordination for the Business Unit. Crisis management: coordinated the COVID-19 crisis unit for the network department (redesign of Air France network with new economic KPI to protect operational efficiency).
- **IBM. Major IT consultancy firm**
 - Oct 2015 – Nov 2016. **Strategy & Digital Transformation Consultant**
 - Education sector. Personalized Learning Path project manager: led the design and implementation of a cutting-edge solution utilizing IBM Watson, customizing it to create personalized learning experiences tailored to individual student requirements and preferences. (Budget: 300k€)

OTHER INFORMATION

- **Languages spoken**
 - French (native), English (fluent), Italian (beginner)
- **Certifications**
 - HEC Sustainable Transition Management Executive Certificate (2021)
 - Scrum Master PSM1 (2016)
 - Design Thinking (2016), École des Ponts ParisTech
- **Awards**
 - *Fondation Entreprise et Performance (2019)*. Think Tank public/private, award winner.
 - *Margaret Intrapreneure Award (2018)*. Nominated for “Journée de la Femme Digitale”.
 - *Top-level sportswoman (2006)*. French Table Tennis Champion.