

## Thomas-Olivier Léautier

Professor of Management  
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### Employment history

Sept. 2006 – **University of Toulouse Graduate School of Management, and  
Toulouse School of Economics**

Joint appointment between the Management School and the School of Economics of the University of Toulouse. I teach risk management and electricity markets to around 100 graduate students in the finance, strategy, and economics master programs, and conduct research on risk management, electric power markets restructuring, and organization dynamics.

I setup and lead the executive education programs of the Toulouse School of Economics. We have trained around 1 500 managers and executives on finance, risk management, and microeconomics (electric power and natural gas markets structure, antitrust economics).

Sept. 2005 – Juin 2006 **University of Toulouse Graduate School of Management**

Visiting professor. I taught risk management to 70 students in the finance and strategy masters programs.

July 2004 – Aug. 2006 **Alcan, Inc. Montréal QC**

Director, global risk measurement and control. I set up the organization, systems, and procedures to monitor and control risks on our trading activity (encompassing derivatives for aluminum, currencies, oil and gas, and physical trading of aluminum and alumina). I also set up a global risk measurement infrastructure and process to evaluate volatility in Alcan's cash flow, leading to the development of our risk management strategy. Finally, I led risk analyses for different investment projects, and recommended risk mitigation strategies.

Oct. 1997- June 2004 **McKinsey and Company, Washington DC**

Associate Principal. I led consulting engagements and developed expertise in risk management, and the energy and metals and mining industries.

Jan. – Aug. 1997 **The World Bank, Washington DC**

Regulatory economist in the Latin America infrastructure division: I participated in the renegotiation of the water concession contract in Buenos Aires, and in the definition of new power market rules in Brazil

Sep. 92 – Aug. 93      **The World Bank, Washington, DC**

Internship in the West Africa Infrastructure Division: I participated in the implementation of small infrastructure agencies

Sep. 91 – May 92      **Banque Indosuez, Paris**

Internship in the Project Finance division then in the Economic and Financial studies divisions: I evaluated project finance transactions, then the soundness of the Japanese banking system

April – July 91      **Joint European Torus, Abingdon, Britain**

I participated in the development of large waveguides to increase the temperature in the plasma

Sep. 88 – Aug. 1989      **French Army**

Cadet, Head of an infantry section

## **Education**

Sep. 94 – May 1997      **Massachusetts Institute of Technology, Cambridge, USA**

PhD, department of Economics. Dissertation title: “Imperfect markets for power: competition and residual regulation in restructured power markets” – Advisors: Bengt Holmström, Paul Joskow, and Jean Tirole.

Sep. 93 – May 1995      **Massachusetts Institute of Technology, Cambridge, USA**

MS in Transportation, Department of Civil Engineering. Thesis title: “A framework to monitor the safety performance of transportation systems”

Sep. 91 – May 1995      **Ecole Nationale des Ponts et Chaussees, Paris**

MS in Engineering. Major: Networks economics

Sep. 88 – July 1991      **Ecole Polytechnique, Palaiseau**

BS in mathematics. Major: Applied mathematics

## **Books**

*“Value creation from risk management: a guide to real-life applications”*, Risk Books, London, 2007

## **Scientific articles**

*“Demand response in adjustment markets for electricity”*, with Claude Crampes, forthcoming, Journal of Regulatory Economics, 2015

*"The visible hand: ensuring optimal investment in electric power generation"*, forthcoming, the Energy Journal, 2015

*"Dynamic risk management: investment, capital structure, and hedging in the presence of financial frictions"*, with Geneviève Gauthier and Diego Amaya (HEC Montréal), Journal of Risk and Insurance, 82(2), 359-399, 2015

*"On the strategic impact of risk management"*, with Jean-Charles Rochet (University of Zurich), International Journal of Industrial Organization, 37, 153-169, 2014

*"Is mandating smart meters smart?"*, the Energy Journal, 35(4), 135-158, October 2014

*"Optimal expansion of the power transmission grid: why not?"*, with Véronique Thelem, Journal of Regulatory Economics, 36, 127-153, 2009

*"The special challenge of measuring industrial company risk"*, McKinsey on Finance, Winter 2003

*"Transmission constraints and imperfect power markets"*, the Journal of Regulatory Economics, (19)1, 27-54, January 2001

*"Auctions in power markets"*, the Journal of Economics and Management Strategy, 10(3), 331-358, Fall 2001

*"Regulation of a power transmission company"*, the Energy Journal, 21(4), 61-92, October 2000

*"The Hidden value of transmission assets"*, The Electricity Journal, 69-78, June 1999

*"Congestion pricing and Network Expansion"*, Policy Research Working paper 1896, The World Bank, March 1998

*"Transmission Congestion Contracts and Strategic behavior in generation"*, The Electricity Journal, 32- 39, May 1998

### **Working Papers**

*"Do costs fall faster than revenues: dynamics of renewables entry into electricity markets"*, with Richard Green (Imperial College), June 2015, submitted for publication.

*"On the long-term impact of price caps: investment, uncertainty, imperfect competition, and rationing"*, May 2015, submitted for publication.

*"Transmission constraints and strategic underinvestment in electric power generation"*, submitted for publication, January 2014.

*"Dynamic capacity obligations"*, with Claude Crampes, September 2012.

*"Negative prices and optimal renewables policy"*, with Claude Crampes, October 2011.

*"Loyalty versus talent: which one should managers prefer?"*, with Guido Friebel (Business School, Johan Goethe University, Frankfurt), Juin 2007.

### **Selected presentations, press articles, and reviews**

Our blog on electricity markets

<http://fsr.eui.eu/News/All/EnergyClimate/ToulouseSchoolofEconomics/electricity-toulouse-school-blog.aspx>

Articles in “les Echos” and “l’Expansion” (French business journals) on the restructuring of French power markets.

*“The California Debacle: myths and reality”*, presentation to the Georgetown University Industrial Organization Course, March 2001

*“Access and pricing for the electric power transmission grid”*, presentation to the commission Champsaur in charge of defining power transmission tariff in France, July 1999

*“The role of transmission in power markets”*, presentation to the Federal Energy Regulatory Agency, the Fuqua School of Business, Duke University, the Stern School of Business, New York University, INSEAD, Spring 1997

Reviewer for the American Economic Review, the Review of Economic Studies, the Rand Journal of Economics, the International Journal of Industrial Organization, the Journal of Regulatory Economics, Operations Research, and the Energy Journal

### **Scholarships, memberships, and awards**

EFMD Excellence in Practice Award 2013, category Organizational Development, for executive education program “Electricity distribution in France: reconciling national and local objectives”

CorpU 2012 Award for Excellence and Innovation, category Alignment, for executive education program “Electricity distribution in France: reconciling national and local objectives”

MIT Center of Energy and Environmental Policy Research doctoral dissertation scholarship, June 96 to May 1997

MIT Department of Economics doctoral student scholarship, Sep. 94 – June 1996

UPS transportation scholarship, awarded by MIT Center for Transportation Studies, Sep. 93 – May 1994

Foundation Ecole Polytechnique Scholarship, Sep. 93 – May 1994

### **Personal information**

Born on December 19, 1967. French citizen. Married with two children.