

MARINE GUILLAUME, PhD

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CURRENT POSITIONS

- 2018 - **Lecturer and Co-Director of the Parcours Affaires publiques**
École polytechnique
Member of the HSS department and of the LinX laboratory. Research on new technologies, armed conflict and international order.
Teaching in the first and third years.
Co-direction of the Parcours Affaires publiques (academic direction, curriculum and teaching team, assessment, supervision of research projects and internships, guest seminars).
- 2022 - **Director of Strategic Partnerships — Public Sector and B2B**
OpenClassrooms (French EdTech company specialising in digital technology and AI)
Design and management of partnerships supporting organisations in upskilling and recruiting staff in digital technology and AI: public sector, CAC 40 groups, universities and private institutions.
Monitoring and positioning on calls for tenders; fundraising.
Management of a team of six, reporting directly to the CEO.

PROFESSIONAL EXPERIENCE

- 2018 - 2022 **Deputy to the Ambassador for Digital Affairs**
French Ministry for Europe and Foreign Affairs
Design and management of France's international digital sovereignty strategy; building and steering multi-stakeholder partnerships in the digital field (civil society, technology companies, states) — Christchurch Call, Paris Call; design of the strategy against information manipulation at interministerial and international level (EU Code of Conduct, G7).
- 2016 - 2018 **Adviser for Digital Affairs**
Policy Planning Staff (Centre d'analyse, de prévision et de stratégie), French Ministry for Europe and Foreign Affairs
Design and management of France's first international strategy for digital affairs; writing, commissioning and dissemination of policy papers on AI and digital issues.
- 2015 - 2016 **Associate Consultant**
Bain & Company
Digital transformation strategy for a CAC 40 food service group.
- 2014 - 2015 **Teaching and Research Fellow (ATER)**
Sciences Po
Courses: Enjeux mondiaux, World Politics, Éthique de la guerre.
- 2012 - 2014 **Teaching Assistant**
Columbia University
Courses: Conceptual Foundations of IR, Introduction to IR.

EDUCATION

- 2010 - 2015 **PhD in Political Science**
Sciences Po Paris and Columbia University
Highest honours (félicitations du jury); Columbia Department Distinction.
Dissertation: “Fighting Justly in the XXth century: why do weapons disappear from the battlefield?”, supervised by Ariel Colonomos and Michael Doyle.
Grants and awards: FNSP doctoral scholarship, Cordier Fellowship, SWAMOS, International Fellows Program.
- 2008 - 2010 **MA in International Relations**
Sciences Po Paris — Summa Cum Laude
- 2008 - 2009 **MA in Political Philosophy**
Paris IV Sorbonne

PUBLICATIONS

- Dec. 2024 **Le numérique au service de la démocratie — enjeux et perspectives pour l'intérêt général**
Observatoire Philanthropie & Société, Fondation de France
- 2018 **Les manipulations de l'information : un défi pour nos démocraties**
with Jean-Baptiste Jeangène-Vilmer, Alexandre Escorcía and Janaina Herrera — CAPS and IRSEM
- 2018 **Un cyberspace de conflictualité**
in Benoît Pelopidas and Frédéric Ramel (eds.), Guerres et conflits armés au XXI^e siècle, Paris, Presses de Sciences Po, “L'Enjeu mondial” series
- 2018 **L'administration américaine et les GAFAM : la fin d'une histoire d'amour ?**
Questions internationales, special issue on technological revolutions
- Jan. 2017 **Le napalm dans la doctrine et la pratique américaines du bombardement, 1942-1975**
Mass Violence & Résistance, online

TEACHING & ACADEMIC RESPONSIBILITIES

- 2018 - **Révolution numérique et relations internationales**
École polytechnique — compulsory course of the Parcours Affaires publiques, 3rd year
- 2018 - **Équilibres mondiaux**
École polytechnique — core curriculum, 1st year
- 2018 - **Co-Director of the Parcours Affaires publiques**
École polytechnique
Joint academic direction with Vincent Martigny; curriculum and teaching team, assessment, supervision of research projects and internships, guest seminars.

WORK IN PROGRESS

In progress

Combattre justement à l'ère de l'IA — repenser l'usage de la force

Article — submission October 2026

As embedded AI and reasoning models spread through armed forces, practitioners observe a profound shift in the practice of war without identifying how these transformations unsettle their broader conceptions of fighting justly — the set of norms that give meaning to conflict and hold it within bounds. Understanding what is at stake today is necessary both to anticipate the wars to come and to clarify courses of action in a geopolitical environment where norms and perceptions of war differ sharply from one actor to another.

In progress

La diplomatie de l'IA et du numérique : équilibres géopolitiques et rôle de l'Europe

Book in preparation — submission 2026, based on the course taught at École polytechnique

Understanding the effects of the digital revolution and the spread of AI on the European Union's capacity to remain an influential and sovereign actor.

SKILLS

Technical skills: Artificial Intelligence Engineering programme (RNCP-certified qualification awarded by OpenClassrooms), started June 2026.

Languages: French; English; Portuguese (C2).