

CURRICULUM VITAE



Name **Manuel Hensmans**
E-mail mhensman@ulb.ac.be
Born Brussels, 13 March 1973

PROFESSIONAL EXPERIENCE

- Lecturer (chargé de cours) Strategy, Organization & Innovation 2010-...
Université Libre de Bruxelles

- Vice-Dean Education 2017-18
Solvay Brussels School of Economics and Management

- Associate Professor Strategic Management & Innovation 2014-2016
Toulouse Business School

- Lecturer/Executive Tutor Strategic Management
London Business School 2005-2006
Strathclyde Business School 2004
Rotterdam School of Management 2000-2001

- Research fellow: "Project Successful Strategic Transformers" 2004-2009
Advanced Institute of Management Research, UK
London Business School, Strathclyde Business School
 - Led team and maintained in-house contacts with companies (6 in-house contacts , 30 students, two professors)
 - Interviewed 50+ top managers in the UK, US, Netherlands (3 generations of top managers per company)
 - Presented and discussed findings with Boards of Directors

- Marie Curie Fellow 2001-2002
University of Manchester
- Research Fellow 2000-2001
Insead
- Research Fellow 2000-2004
Rotterdam School of Management, Erasmus University
- Strategy & ICT Consultant 2000-2002
Johnson & Johnson, Rabobank
 - *Advice to J&J people about e-commerce plan*
 - *Analysis implementation e-business strategy at Rabobank (particularly CRM project)*
 - *Full-time office in Strategy Department*
 - *Interviews with HQ staff and local bank directors*
 - *Strategic Analysis of prior ICT projects*
 - *Analysis of current CRM project*
- Strategy & ICT Consultant 1998-1999
Service Télématique et Communication (spin-off ULB)
 - *Drafted business plan for the ICT company VERA*
 - *Financial, ICT, strategic aspects*
 - *Negotiated business plan with Provincial Council*
 - *Presented first budget proposal ever to be accepted by all political members of Council*
 - *CD&V, SPa, Vlaams Belang, N-VA, VLD, UF, Groen*
 - *Funds raised: 4 million Euro*
- International customer analyst 1996-1998
Caterpillar
 - *All-round international account management*
 - *Key accounts: dealers in France, Spain, UK, Germany, Yemen*

ACADEMIC DEGREES

- PhD Management Science 2000-2010
Rotterdam School of Management
- Master in Applied Computer Science 1997-1998
Free University of Brussels
- Master Applied Economics (Sociology of Europe) 1995-1996
Universidad Autónoma de Madrid & KULeuven

- Master Applied Economics 1993-1995
Catholic University of Leuven
- Bachelor Applied Economics 1991-1993
Catholic University of Brussels

SELECTED PEER-REVIEWED PUBLICATIONS

- Hensmans, M. 2021. Exploring The Dark And Bright Sides Of Internet-Enabled Democracy: Ethos-Reversing And Ethos-Renewing Digital Transformation. *Technological Forecasting and Social Change*. 168.
<https://doi.org/10.1016/j.techfore.2021.120777>
- Hensmans, M., 2021. How Digital Fantasy Work Induces Organizational Ideal Reversal. Long-term Conditioning and Enactment of Digital Transformation Fantasies at a Large Alternative Bank (1963-2019). *Organization*. 28 (1): 132- 163.
<https://doi.org/10.1177/1350508420968185>
- Hensmans, M. forthcoming. The Innovation Pyramid: Five Approaches to Strategic Decision- Making. *Journal of Business Strategy*. DOI 10.1108/JBS-12-2020-0292 3
- Hensmans, M., and Liu, G. 2020. Huawei’s Long March to Global Leadership: Joint Innovation Strategy from the Periphery to the Centre, In I. Alon, W. Zhang and C. Latterman (Eds) *Huawei Goes Global. Palgrave Studies of Internationalization of Emerging Markets*, Palgrave MacMillan, Cham.: 225-245. https://doi.org/10.1007/978-3-030-47564-2_10
- Hensmans, M., and van Bommel, K. 2020. Brexit, the NHS and the double-edged sword of populism: Contributor to agonistic democracy or vehicle of resentment? *Organization*, 27(3), 370-384.
- Hensmans, M. and Liu, G. 2018. How do the Normativity of Headquarters and the knowledge autonomy of subsidiaries co-evolve? Capability-upgrading processes of Chinese subsidiaries in Belgium *Management International Review*. 51 (1): 85-119.
- Hensmans, M., and Van Bommel, K. 2018. Social Movements. In *International Encyclopedia of Strategic Communication* Heath, R. L. (ed.) & Johansen, W. (ed.) Wiley-Blackwell: 1390-1401.
- Hensmans, M. 2017 Competing through Joint Innovation. *MIT Sloan Management Review*, Winter Issue: Special Report: Keeping Pace With Emerging Markets, p. 26-34.
- Hensmans, M. 2015. The Trojan horse mechanism and reciprocal sense-giving to urgent strategic change. *Journal of Organizational Change Management*, 28(6), 1038-1075.

- Sakuma, K and Hensmans, M. 2013. “A motivation puzzle: Can investors change corporate behavior by conforming to ESG pressures?”, In Suzanne Young, Stephen Gates (ed.) **Institutional Investors’ Power to Change Corporate Behavior: International Perspectives** (Critical Studies on Corporate Responsibility, Governance and Sustainability, Volume 5), Emerald Group Publishing Limited: 367-393
- Hensmans, M. (with G. Johnson and G. Yip) **Strategic Transformation: Changing While Winning**. 2013. Palgrave MacMillan. (described by the *Financial Times* as “the Chief Executive’s guide to sustaining strategy over time”, also accepted for publication by Oxford University Press)
- Hensmans, M. (with G. Johnson and G. Yip) 2012. "Achieving Successful Strategic Transformation", *MIT Sloan Management Review*. 53 (3): 24-32.
- Hensmans, M. 2010. *A Republican Settlement Theory of the Firm: Applied to Retail Banks in England and the Netherlands (1830-2007)*, *ERIM PhD Series*, 193, <http://hdl.handle.net/1765/19494>
- Hensmans, M. 2003. "Social Movement Organizations : a metaphor for Strategic Actors in institutional fields", *Organization Studies*, 24 (3) : 355-381.
- Hensmans, M. 2003. “The Territorialization of Common Sense”, Special issue ‘Speaking out on Enron’. *Organization*, 10 (3) : 561-564.
- Hensmans, M., Bosch, F. van den, Volberda, H. 2001. “Clicks versus Bricks in the Emerging On-Line Financial Services Industry”, *LongRangePlanning*, 34(2).

OTHER PUBLICATIONS

- Hensmans, M., Ballesteros, M., and Axelrod, D. 2020 Direct Relief: Rekindling a Tradition Of Public Service Efficiency in Global Humanitarianism. *NACRA 2020 Annual Conference*.
- Hensmans, M. 2017. Conquering Europe Through a Joint Innovation Strategy: How Huawei Blends Cultural Revolution and Customer-Centric Principles. *The European Financial Review*. August/September issue. <http://www.europeanfinancialreview.com/?p=17425>
- Pottelsberghe, B., Belleflamme, P., Cincera, M., Dejardin, M., Hensmans, M., Mertens, S., Nyssens, M., Veugelers, R. & Waelbroeck, P. (eds.). 2017. *Actes du 22e Congrès des économistes: Les enjeux de l'innovation. Quelles politiques? Quelles gouvernances?* Charleroi: Editions Université Ouverte,
- Hensmans, M. (with G. Johnson and G. Yip) 2015. *战略转型：赢时思变* (edited Chinese version of Strategic Transformation, with Introduction on Chinese firms and managers) *CEIBS*: China Machine Press.

- Hensmans, M., and Snihur, Y. 2014. Pourquoi les entreprises chinoises raflent des marchés en Europe. *Harvard Business Review France*. June 2015
- Hensmans, M. (with G. Johnson and G. Yip) 2012. « Empresas proactivas en su transformación estratégica », *Harvard Deusto Business Review* 215, 12-21
- Hensmans, M. (with G. Johnson and G. Yip) 2012. "Succesvol strategisch transformeren", *Management Executive*. May/June: 22-29
- M Hensmans 2011. How can companies achieve sustainable growth, *CxO Magazine*
- Hensmans, M. 2006. "Magic Bullet Discourse and the Resolution of Coordination and Cooperation Problems", *Advanced Institute of Management Research Paper No. 048*, http://papers.ssrn.com/sol3/papers.cfm?abstract_id=1309514
- Hensmans, M., Bosch, F. van den, Volberda, H. 2001. "Een strategische analyse van de ontwikkeling van on line financiële dienstverlening Een co-evolutionair perspectief", *M en O - Tijdschrift voor Management en Organisatie*, 55 (6):
- Hensmans, M., Bosch, F. van den, Volberda, H. 2001. *Proceedings of the 34th Annual Hawaii International Conference on System Sciences* (HICSS-34)-Volume 7 - Volume 7.
- M Hensmans 1999. De provincie Vlaams-Brabant als cybermediair, *Informatie Magazine*
- Hensmans, M. 1999. "Overheden in het elektronische tijdperk: de provincie Vlaams-Brabant als cybermediair", *VTOM-Vlaams Tijdschrift voor Overheidsmanagement*, 4.

ACADEMIC REVIEWING

- Acta Sociologica, Administration & Society, Journal of International Business Studies, Journal of Management Studies, Journal of Research in Social Movements Conflicts and Change, Journal of Strategy and Management, LongRangePlanning, Organization, Organization Studies, Scandinavian Journal of Management, Technological Forecasting & Social Change
- Member of the evaluation committee of the MSc in Management and the MSc in Bedrijfskunde at the VUB (2017)
- Member of the recruitment committee for a tenure-track Human Resource Management position at VUB (2017)
- Independent reviewer for the NWO (Nederlandse Organisatie voor Wetenschappelijk Onderzoek) (2016)

DISTINCTIONS, PRIZES, FELLOWSHIPS, CHAIRS

1. Co-Chair (with Elizabeth Maitland) **EIBA 2019 Track “Learning from History: Economic, Social and Political Lessons”**, University of Leeds
2. **BNB grant** for research project on “Chinese multinationals’ hybrid globalization strategies” (2019-2021)
3. Paper on Chinese multinationals in Europe nominated for the **Strategic Management Society Best Conference Paper Award 2016**
4. **FNRS grant** for research project on “Strategic Transformation”
5. Financial Times (June 2013): **"One of best business books of the year"**: Strategic Transformation: Changing while Winning (Palgrave, 2013)
6. Paper nominated for the **Strategic Management Society Best Conference Paper Award 2006**
7. Post-doctoral fellowship **grants** from the **ESRC**, UK (2004-2006, 2006-2007)
8. **Marie Curie Fellowship** Management Studies (2001-2002) Manchester School of Management, Manchester University
9. **Top ten best LRP publications** (volume 34, number 2, 2001)

CONFERENCE CHAIRS & PRESENTATIONS

Molinari, L., Haezendonck, E., and Hensmans, M. 2021. A strategic asset management framework for improving transport infrastructure: analysis for Belgian land transport modes. *World Congress on Engineering Asset Management*

Hensmans, M., Ballesteros, M., and Axelrod, D. 2020 Direct Relief: Rekindling a Tradition Of Public Service Efficiency in Global Humanitarianism. *NACRA 2020 Annual Conference*

Hensmans, M. ,and Maitland, E.(co-chairs) 2019. Learning from History: Economic, Social and Political Lessons. *EIBA Conference*, University of Leeds.

Hensmans, M. Open innovation strategy. 2019. *Invited talk at ISM University of Management and Economics*, Vilnius: 2 April.

Haezendonck, E, and Hensmans, M. 2019. *Chair in Infrastructure asset management and life-cycle planning*, VBO-FEB 15 March.

Hensmans, M. 2018. “How do alternative organizations mainstream?”, *Business & Society workshop*, Vrije Universiteit Brussel, 12 December 2018.

- Hensmans, M. et al. 2018. *VUB-ULB presentations at UCLA, USC, ASU, HBS (USA)* from 24 November through 1 December.
- Hensmans, M. 2018. “MOOC on Innovation Strategy”, *AACSB Online and Blended Education Seminar*, 12–13 May. London, United Kingdom
- Hensmans, M., and Dujardin, M. 2017. Track chairs: Innovation, Technology Transfer, Entrepreneurship & Governance. *22e Congrès des Economistes*, Université Libre de Bruxelles.
- Hensmans, M. Guest speaker at *Glaxo Smith Kline Strategy Meeting*, 15/11/2017. “Transforming your innovation Strategy” OFF, Wavre, Belgium.
- Hensmans, M. 2017. Guest Speaker: “Innovation Strategy in the new prudent age of the multinational; learning from Huawei“ at the *Innovation Council Meeting* of the *Conference Board*, 3M, Customer Technical Center, Neuss, Germany.
- Hensmans, M. 2016. Invited Talk on "Innovation-upgrading processes and mechanisms of Chinese multinationals in Europe", at *CRCGM* (Centre de Recherche Clermontois en Gestion et Management), *Université Blaise Pascal*.
- Hensmans, M. 2016. When Eastern Translation Work Meets Western Rules of Legitimacy. *Paper nominated for the Best Conference Paper Award, Strategic Management Society Conference*, Berlin, 17-20 September.
- Hensmans, M. 2016. When Eastern Institutional Work Meets Western Rules Of Legitimacy. Comparing The Translation Processes of ZTE And Huawei In The European Union (2000-2014). *the JMS Conference ‘Connecting Eastern and Western Perspectives on Management*, Warwick University.
- Liu, G., and Hensmans, M. 2015. Dynamics Of China’s Outward Foreign Direct Investment In The EU: The Perspective Of Regional Opportunism, Industries And Politics. *11th Iberian International Business Conference, Porto*.
- Hensmans, M. 2015. Building a resource-upgrading process model of EMNEs in developed economies. *7th International Process Symposium on Organization Studies*. Kos, Greece.
- Hensmans, M. 2015. How do social enterprises obtain preferential State support? *1st OLS workshop on the politicization firms*, Paris.
- Hensmans, M. and Liu, G. 2014. “Why do Chinese firms establish subsidiaries in Belgium?”, *EIBA conference* Uppsala Sweden.
- Hensmans, M. 2014. "Process analysis of a Reverse Takeover: Introducing the Trojan Horse Mechanism", *Sixth International Symposium on Process Organization Studies*, June 18-21, Rhodos, Greece.

- Hensmans, M. 2013 "Lessons in Strategic Transformation for European and Chinese firms", *The international workshop On innovation and technology management (IWITM 2013)* October, Beijing, China
- Hensmans, M. 2013. "Strategy and Democracy. The historical case of English building societies", *Academy of Management Conference*, Orlando, USA.
- Hensmans, M. 2012. "What is Strategy?", *Academy of Management Conference*, Boston, USA.
- Sakuma, K., and Hensmans, M. 2012. "Conform or Non-conform. Emergence of a practice norm in Sustainable Investment and asset managers' choices", *5th International CSR Conference*, Berlin.
- Hensmans, M. 2011. "Traditions of Renewal", *EGOS Conference*.
- Hensmans, M., Johnson, G., and Yip, G. 2007. "Traditions as Imprinted Dynamic Capabilities", *Academy of Management Conference*.
- Hensmans, H., R.J. Adams, J. Sapsed, 2007. "Facing the Capacity Building Challenge: Learning from the UK Advanced Institute of Management Postdoctoral Program", 1-41. *Academy of Management Conference*.
- Hensmans, M., Adams, R., and Sapsed, J. 2007. "The AIM Research post-doctoral programme: learning experience and a proposal for revision", *Summer School Advanced Institute of Management Research, Warwick University*.
- Hensmans, M., Johnson, G., and Yip, G. 2006. "How Much Does History Matter? Traditions as Imprinted Dynamic Capabilities of Strategic Transformation", *Strategic Management Society Conference*.
- Hensmans, M. 2006. "Information Systems Discourse and the Resolution of Coordination and Cooperation problems", *Academy of Management Conference*
- Hensmans, M., Johnson, G., and Yip, G. 2005. "Traditions of Transformation", *British Academy of Management Conference*
- Hensmans, M. 2003. "Infusing purpose in Dutch Co-operative Banks : 1880-1920", *EGOS Conference*.
- Hensmans, M. 2002. "Problematizing Strategy : When Structural Holes turn Black," *Academy of Management Conference*
- Hensmans, M. 2001. "Strategic Conduct in Organizational Fields: The Return of the Actor in Neo-institutional Theory", *Academy of Management Conference*
- Hensmans, M., F.A.J. Van Den Bosch and H.W. Volberda, 2001. „Clarifying the oxymoron "creative destruction". A co-evolutionary perspective“. *EGOS Conference* Lyon, France

Hensmans, M., Bosch, F.A.J van den & Volberda, H.W. 2000, Co-evolutionary Perspectives on Competence Leveraging and Building, Paper session Systems and Evolutionary Perspectives in Competence-Based Competition, *Fifth International Conference on Competence-Based Management*, Helsinki, Finland, June 10-14.

Hensmans, M., Bosch, F.A.J. van den & Volberda, H.W. (2000), Co-evolutionary perspectives on competence leveraging and building: New entrants versus incumbents in the emerging on-line financial service complex. In Hollander, J., Vermeulen, P., Valck, K. de, & Torka, N. (Ed.), *Innovation in theory and practice: Sixth LAiOOB-conference*. (Landelijke AIO-onderzoeksdag, 6). Enschede: NOBO.

Hensmans, M., Bosch, F.A.J. van den & Volberda, H.W. (2000), Acting Cooperatively While Being Revolutionary: An Insider-Outsider Cybermediary Theory. (Ed.), Paper presented at the *HICSS-Conference, Hawaii*. (pp. 1-10). Hawaii: HICSS.

PHD DIRECTOR

Guangyan Liu, *Graduated in September 2017. Capability-upgrading by Chinese subsidiaries in Belgium.*

Kyoko Sakuma, *Graduated in June 2012. Why do some fund managers (not) adhere to the standards of the Social Responsible Investment community?*

OTHER PhD JURY MEMBERSHIPS

Julien del Marmol, 2020-2021. *Strategy and ownership in times of industrial concentration. A comparative history of brewing companies Artois, Piedboeuf and Labatt, 1967-95.* ULB, History department.

Karin Zindler, 2011-2012. *Essays on corporate responsibility in Germany and Spain.* ULB, Solvay Brussels School of Economics and Management.

Julie Emontspool, 2011-2012. *Consumption discourses as positioning strategies for international migrants.* ULB, Solvay Brussels School of Economics and Management.

Pilar Rojas, 2011-2012, *Three Essays on How Sharing and Consuming Support Home Place Reconnection in Contemporary Liquid Times.* Solvay Brussels School of Economics and Management.

CONTRIBUTIONS TO SOCIETAL DEBATES

“Laat de emotie toe in het politieke debat”, 12/11/2019. Vrije Universiteit Amsterdam Nieuws. https://sbe.vu.nl/nl/nieuws-agenda/nieuwsarchief/2019/okt-dec/12-11-laat-de-emotie-toe-in-het-politieke-debat.aspx#.XfDu0_zvJPa

« A quand des experts en infrastructure et mobilité ? » 10/04/2019, *Construire la Wallonie*, Nr 01 2019 <https://www.construirelawallonie.be/artikel/a-quand-des-experts-en-infrastructure-et-mobilite/>

Research chair launch report in *Bouwkronek*, 18/03/2019. “VUB en ULB zoeken beter infrastructuurbeleid”, p. 25

Interview published in *Le Soir*, 11/10/2018. L'innovation ouverte, une question de compétitivité. <https://generation.lesoir.be/organisation/linnovation-ouverte-une-question-de-competitivite>

Interview published in *Trends/LeVif*, 30/11/2017 “België biedt een unieke context om in te groeien”, <http://trends.knack.be/economie/trends-information-services/belgie-biedt-een-unieke-context-om-in-te-groeien/article-publishingpartner-932901.html>

Interview published in *Trends/LeVif* 24/11/2017. “Best Managed Companies: bâtir une communauté de leaders », <http://trends.levif.be/economie/trends-information-services/best-managed-companies-batir-une-communaute-de-leaders/article-publishingpartner-759773.html>

Invited Talk at *Glaxo Smith Kline Strategy Meeting*, 15/11/2017. “Transforming your Innovation Strategy” OFF, Wavre, Belgium.

Research discussed by *La Libre Belgique*, 28 November 2017. Qui sont les acteurs de l'innovation et comment sont-ils connectés ?

Invited article at the *European Financial Review*: "Conquering Europe Through a Joint Innovation Strategy: How Huawei Blends Cultural Revolution and Customer-Centric Principles": <http://www.europeanfinancialreview.com/?p=17425>

Invited talk at the *Innovation Council*, 03/03/2017, “Innovation Strategy in the new prudent age of the multinational; learning from Huawei“. *Conference Board*, 3M, Customer Technical Center, Neuss, Germany.

Solvay Newsletter: study on Chinese firms' capability-upgrading in Europe: <http://www.solvay.edu/newsletter/docs/HENSMANS.pdf>

Interview with *German media* on *Chinese acquisitions in the European football market*, 23/06/2016; <http://www.firmenpresse.de/pressinfo1368057/manuel-hensmans-professor-fuer-unternehmensstrategie-an-der-toulouse-business-school-kommentiert-chinesische-investitionen-in-europaeische-fussballvere.html>

Interview with *Financial Times*, 10/11/2015. Beware the Ozymandias syndrome. (Corporate Longevity Magazine).

<http://www.ft.com/intl/cms/s/2/c9687a70-7d79-11e5-98fb-5a6d4728f74e.html>

Interview with *International Finance News* (China), 投资欧洲正逢时，中企应注意些什么 13/07/2015. (interview published in 17 major Chinese news outlets)

http://news.xinhuanet.com/fortune/2015-07/13/c_128013773.htm

Research discussed by *Financial Times*. 17/01/2015: p.8 X factor leadership - do company bosses add value?

Research discussed by *Financial Times*, 16/01/2015 Can investors judge chief executives' performance? <http://www.ft.com/intl/cms/s/0/785d36dc-9a55-11e4-9602-00144feabdc0.html#axzz3zfwW2bIw>

Research discussed by *Financial Times*, 29/05/2014. Aristocrat M&S faces revolution <http://www.ft.com/intl/cms/s/0/e3bfeba4-e268-11e3-a829-00144feabdc0.html#axzz3zfwW2bIw>

Research discussed by *Financial Times*. 28/06/2013. Summer Books Guide. <http://www.ft.com/intl/cms/s/2/b995a37e-df5c-11e2-881f-00144feab7de.html>

Research discussed by *China Economic Review*. 16/02/2013. Change while you're ahead. <http://www.chinaeconomicreview.com/change-while-you%E2%80%99re-ahead>

Research discussed on *Chinese FT* site: <http://www.ftchinese.com/story/001049922?full=y>

Research discussed by *Financial Times* Strategy lessons, 101 23/01/2013. <http://www.ft.com/intl/cms/s/0/22fac0a6-63ed-11e2-b92c-00144feab49a.html#axzz3zfwW2bIw>

Interview about PhD dissertation on “Democratization and Dutch banks” **Dutch Radio 5** -Nederlandse Radio 5, 28 April 2010 (minutes 11 to 19):

Research discussed by *Financial Times*, 18/01/2010. Master the mix of continuity and change <http://www.ft.com/intl/cms/s/0/2264b16c-0462-11df-8603-00144feabdc0.html>

ACADEMIC DIRECTORSHIPS

Vice-Dean Programmes, Solvay Brussels School of Ec. & Management (2017-18)

Recruitment Chair for a position as professor in Strategy/Entrepreneurship, Solvay Brussels School of Economics and Management (2016-2017)

Academic Director of the M1 Strategy Course (Tronc Commun, 600 students, 8 professors), Toulouse Business School (2015-2016)

Academic Director of the MSc in Management Sciences, Solvay Brussels School (2013-14)

Academic Secretary of the MSc in Management Sciences, Solvay Brussels School (2011-14)

Academic President of Master Thesis Jury in Strategy, Entrepreneurship & Innovation, Solvay Brussels School (2011-2013)

TEACHING

At the departments of Strategy, Innovation and Entrepreneurship at **Solvay Brussels School of Economics and Management** (2010-...):

- 1) MOOC [*Innovation Strategy: Challenging the Usual suspects*](#)
- 2) MSc core course *Strategy and Strategic Analysis*
- 3) MSc core course *International Corporate Strategy*
- 4) MSc optional course *Technology and Strategy*
- 5) MSc core course *Innovation Strategy*
- 6) MBA core course *Managing Innovation*
- 7) Executive programme Retail Management, *Strategy module*
- 8) Accelerated Management Programme, *Strategy module*
- 9) Solvay MSc Summer School, *Strategic Management in Europe*
- 10) Solvay Executive Summer School on European Business, *Managing Innovation in Europe*

At the department of Strategy and Entrepreneurship at **Toulouse Business School** (2014-2016):

- 1) M1 core course *Business Strategy* (French language)
- 2) M2 core course *Strategy* (Grand Ecrit, French language)
- 3) Major Elective course *Innovation Strategy* (English language)
- 4) Executive course in *Innovation Strategy* (English language)
- 5) *European Innovation Strategy* (TBS Summer School)

At the department of Strategic and International Management of **London Business School** (2005-2006):

- 1) Executive Tutoring for EDS-executives:
Developing Strategy for Value Creation
- 2) Executive Tutoring for a variety of executives:
Developing Strategy for Value Creation

At the department of Strategic Management, **Strathclyde U Business School** (2004):
Tutoring of MBA students for the class on *Strategic Management*

At the department Strategy and Environment of the **Rotterdam School of Management** (2000-2001) :

- 1) Executive course *E-commerce Strategy* in the Masterclass ‘Managerial Challenges in the New Economy’ organised by Erasmus Executive Development, Rotterdam School of Management
- 2) BSc Course *Business Planning*

COACHING MASTER THESES & ENTREPRENEURSHIP PROJECTS

- Director of Exec MSc Students (Toulouse Business School)
- Director of Delta project on Entrepreneurship (Toulouse Business School)
- Director of MSc students (Solvay Brussels School of Econ & Management)
- President of Jury in Strategy, Entrepreneurship & Innovation
- Director of MSc student at University of London
- Director of MSc students at Rotterdam School of Management (Department of Strategy and Environment and Department of Organization and Personnel Management) and the University of London (London Business School, Strategy department)

LANGUAGES

- Fluent in Dutch (native), English, French and Spanish
- Working knowledge of German

EXTRA-CURRICULAR ACTIVITIES

- Member of Strategy Jury at **Solvay Business Game** 2011, 2012
- Academic Director BSc Strategy challenge at **Solvay Business Game** 2011
- President socio-cultural organization **Curieus Grimbergen** 2010-2011
<http://vereniging.nieuwsblad.be/vereniging/curieus-grimbergen>
- **Advanced Institute of Management Research (AIM)** 2006-2007
Co-leader governance project
 - *How to improve the status of post-doctorates in social sciences*
 - *Report to AIM Council*
- **Erasmus University Rotterdam**
Representative of foreign doctoral students (+- 100) 2002-2003
 - *Organised debates with foreign students*
 - *Negotiated bigger budget and better assistance for students with Board of Directors*

- *Obtained translation into English of all administrative documents for all foreigners (staff and students) at the University*

- **Centre for the Prevention of Suicide, Brussels** 1992-1996
Volunteer / Trainer
 - *Training in telephone assistance*
 - *After two years of telephone assistance, practice co-training of academic psychologists & volunteers*