

Curriculum Vitae

FILIP CAELDRIES

**Professor of Management and Organization
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Personal Data

Born: October 26, 1960
Place: St.-Niklaas (Belgium)
Home Address: Roomstraat 20
9160 Lokeren
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Academic Record

BA Business Economics, University of Ghent, Belgium, July 1982
MBA Vlerick School of Management, University of Ghent, Belgium, July 1983
Ph.D. Krannert Graduate School of Management, Purdue University (USA), July
1991 - Strategic Management (major), Marketing (minor)
(GPA 4.0/4.0)
International Comparative Antitrust Law (1991)
New York University Law School
Creating Shared Value: Harvard Business School (2017)

Employment

1983-1986	Research assistant, Vlerick School of Management, University of Ghent, Belgium.
1986-1990	Teaching and research assistant, Krannert Graduate School of Management, Purdue University.
1990-1991	Instructor in Management and International Business, Leonard N. Stern School of Business, New York University.
1991-1994	Assistant Professor of Management and International Business, Leonard N. Stern School of Business, New York University.
1994	Visiting Assistant Professor of Management and International Business, Helsinki School of Economics and Business Administration, Helsinki, Finland (May-June).
1994-1997	Associate Professor of Management and International Business, Nijenrode University: The Netherlands Business School.
1995-2005	Project Supervisor and Visiting Instructor, executive management development programs: Swedish Institute of Management (Institutet För Företagsledning S.A.), Stockholm and Brussels.
1996-1998	Visiting Associate Professor of Management, Katholieke Universiteit Leuven (KUL), Belgium (January-June, 1996, 1997 and 1998).
1996-1999	Visiting Associate Professor of Management, Purdue University - ESC Rouen – Budapest University of Economic Sciences, IMaC Executive Master's Program, Rouen (France) and Budapest (Hungary).
1997-2000	Associate Professor of Management and Organization, Faculty of Economics, TiasNimbas Business School, Tilburg University.
1997 -	Academic Director in various Company-Specific Executive Programs: Randstad (SEP-program), Rabobank (SK-A-program/DIR program), DHV (EDP-program), Abbott (FLA-program), CSM (LDP-program), Barco (SLP-program), ...
1997-2013	Associate Dean, Company-Specific Executive Programs, TiasNimbas Business School, Tilburg University.
2000 -	Professor of Strategic Management and Organization, Faculty of Economics, TiasNimbas Business School, Tilburg University.
2011 -	Graduate Faculty, Krannert Graduate School of Management, Purdue University (appointed for a 5-year term)
2013 -	Academic Director, IMM – Global Executive MBA

Teaching (Degree Programs: Undergraduate and Graduate)

- Environment and Management of International Business (*New York University (NYU), MBA Program*)
- International Business Management (*Helsinki, MBA Program*)
- Management of Internationally Operating Companies (*Nijenrode, MBA Program*)
- Multinational Business Management (*NYU, Undergraduate in Business*)
- Introduction to International Business (*Tilburg, Undergraduate in Business Economics*)
- Workshop in International Business and Economics (*NYU, Undergraduate in Business*)
- Strategic Management (*NYU, Katholieke Universiteit Leuven, Nijenrode, Purdue University, (IFL) Institutet För Företagsledning S.A., Tilburg University*) (*MBA and Exec MBA Programs*)
- Guest Lectures (*Nijenrode*): Strategic Management, Data Analysis and Application (*MBA Program*)
- Globalization and Country Competitiveness (*Nijenrode, MBA Program*)

- Geo-competitive Perspectives: Competition in China (*Global Exec MBA*)
- Managerial Economics: An International Business Perspective (*Nijenrode, MBA Program*)
- The Political Economy of the Global Corporation (*Nijenrode, MBA Program*)

Professional Activity

- Member of the Editorial Board Strategic Management Journal (1992-1999)
- Member of the Editorial Board Holland Management Review (1995-1999)
- Discussant: CIBER International Conference on Global Competition (University of Illinois at Urbana-Champaign, October 7-8, 1994)
- *Ad hoc* reviewer Managerial and Decision Economics (1994)
- *Ad hoc* reviewer for the Association of Japanese Business Studies Conference, 1993
- Book proposal review: John Wiley & Sons, Ltd. (Management Science Division), 1993
- *Ad hoc* member of the expert panel advising the European Commission on the role of market definition in the European Commission's merger control policy (1995).
- *Ad hoc* Member of the Academic Advisory Group, European Commission: Directorate-General IV - Competition (Fall 1996)
- *Ad hoc* reviewer Academy of Management Review (2006)

Business Activity

Member of the Advisory Board, Computer Sciences Corporation (CSC) Netherlands, 2006-2008

Institutional Service

- Library Committee, Nijenrode University: The Netherlands Business School (1995-1997).
- Library Committee, Leonard N. Stern School of Business, New York University (1992-1993),
- Doctoral Dissertation Committee:
 - Andy Grein (Department of Marketing), Leonard N. Stern School of Business, New York University, 1992-1993
 - Anouk Lievens (Department of Business Administration), University of Brussels (Belgium), 1996
 - Marc Baaij, (Department of Business Administration) Erasmus University Rotterdam (The Netherlands), 1996
 - Ton van Asseldonk, (Faculty of Economics), Tilburg University (The Netherlands), 1998
 - Koen Vandenbempt, (Faculty of Economics), University of Antwerp (Belgium), 1999
 - Marc Zegveld, (Faculty of Economics), Tilburg University (The Netherlands), 2000
 - John Goedee, (Faculty of Social Sciences), Tilburg University (The Netherlands), 2003
 - Michael Fladung, (Tias), Tilburg University (The Netherlands), 2004, **co-promotor** with Prof. Dr. Ir. Philippe A. Naert
 - Sigrid De Wever (Faculty of Economics), University of Antwerp (Belgium), 2004
 - Karel R. Ehrnreich (Faculty of Social Sciences), Tilburg University (The Netherlands), 2004

- Jane Galloway Seiling (Faculty of Social Sciences), Tilburg University (The Netherlands) 2005
 - Erik den Hartigh (Faculty of Economics), Erasmus University Rotterdam (The Netherlands) 2005
 - Jay J. van Wyk (TiasNimbas Business School), Tilburg University (The Netherlands), 2006 – **Co-promotor** with Prof. Dr. Ir. Michael Corbey
 - Eric van 't Hof (TiasNimbas Business School), Tilburg University (The Netherlands), 2007
 - Methodios Sfirtsis (TiasNimbas Business School), Tilburg University (The Netherlands), 2011
 - Gerlinde Mikolik (Tilburg School of Economics and Management), Tilburg University (The Netherlands), 2017
- International Business Area Subcommittee on internationalizing the undergraduate curriculum, Leonard N. Stern School of Business, New York University (1992-1994).
- Member of the Dean's Search Committee, TiasNimbas Business School, Tilburg University (2008)

Publications

Books/Monograph

White Paper: Next Generation Leader in Energy. Wie leidt de energietransitie in goede banen (Who will lead the transformation of the energy sector), (Eds. Boersma, Caeldries, Sfirtsis, Lavrijsen, Goud, Mouthaan), TIAS School for Business and Society, Tilburg (The Netherlands), 2016, 41 pp.

Financial Services Marketing, (Eds. Caeldries, Goedee, Rijkers & Wijnands), Lemma, The Hague (The Netherlands), 2010, 370 pp.

"All the wrong moves: Socio-cognitive reflections on strategy formulation and implementation", Tilburg University, 2003, 45 p.

Journal Articles

"Blue Ocean Strategy: A Critical Reading" (in Dutch)". Management Executive, 5, 1, (2007): 38-42.

"Internal and External Communication Flows in International New Product Development" (with R.K. Moenaert, E. Wauters, and A. Lievens). The Journal of Product Innovation Management, 17, 5, (2000): 360-377.

"Informatiestromen in Internationale Productontwikkeling: Interne en Externe Interfaces" (with R.K. Moenaert, F. François and E. Wauters) M&O, 52, 3 (1998): 48-73.

"Architectural Redesign, Interpersonal Communication, and Learning in R&D" (with R. K. Moenaert). The Journal of Product Innovation Management, 13, 4, (1996): 296-310.

"On the Sustainability of the Capitalist Order: Schumpeter's *Capitalism, Socialism and Democracy* Revisited". Journal of Socio-Economics, 22, 3 (1993): 163-185.

"How Belgian Companies Make Strategic Planning Work". (with R. Van Dierdonck), Long Range Planning, 21, 2 (1988): 41-51.

Book Chapters

"Wie gaat wat missen". In, P. de Jong, Het Avontuur van Leidinggeven (The Adventure of Leadership), Balans, Amsterdam (2011): 123-127.

"Socio-cognitive Reflections on Strategy Formulation and Implementation". In, R. Duyck & C. Van Tilborgh (Eds.) Management Jaarboek (Management Yearbook) 2003, PIMMS & Vlaamse Management Associatie, Kalmthout, Belgium (2003): 38-45.

"Marketingstrategie en Concurrentieanalyse: Quo Vadis?". In, R. Frambach and Th. Poiesz (Eds.) Trends in Marketing, Samsom, Alphen aan den Rijn, NL (1999): 57-70.

"The Strategic and Environmental Correlates of Performance: Evidence from the Japanese Automobile Manufacturers, 1972-1991" (with S. Kotha and D. Schendel). In, H. Thomas, D. O'Neal and R. Alvarado (Eds.) Strategic Discovery: Competing in New Arenas, John Wiley, Chichester, UK (1997): 261-298.

"The Institutional Embeddedness of Strategy: Predation through Legislation (or, See You in Court)". In, J. Dutton and J. Baum (Eds.) Advances in Strategic Management, Volume 13, (The Embeddedness of Strategy), Greenwich, CT: JAI Press (1996): 215-246.

"International Technology Strategies: The Role of Innovation Uncertainty". (with R. K. Moenaert). In, A. Rugman and A. Verbeke (Eds.), Research in Global Strategic Management, Volume 4, Greenwich, CT: JAI Press (1993): 155-179.

Book Reviews

Managing Imitation Strategies: How Later Entrants Seize Markets from Pioneers (S. P. Schnaars)". Holland Management Review 44 (1995): 120-121.

Reengineering the Corporation: A Manifesto for Business Revolution (M. Hammer and J. Champy)". Academy of Management Review, 19, 3 (1994): 595-600.

Intrapreneuring (G. Pinchot). In, J. L. Pierce and J. W. Newstrom (Eds.), The Manager's Bookshelf: A Mosaic of Contemporary Views, Harper & Row (1988): 135-141, (with A. C. Cooper)

Webinars/ Blogs

<https://www.tias.edu/en/faculty/profile/filip-caeldries>

- Blog: September 28, 2017 – Making Better Decisions (subsequently published in **MT.nl** – October 11, 2017) <https://www.mt.nl/series/strategie/waarom-positief-denken-helpt-als-iets-beslissen-moet/544059>
- Blog: November 5, 2016 – Perspectives on China: Can China Innovate?
- Blog: October 6, 2016 – Perspectives on China: Chinese investments in “strategic sectors”.
- Blog: December 22, 2015 – When Leaders Speak ... All Others are Silent (subsequently published in **MT.nl** – January 6, 2016) <https://www.mt.nl/series/strategie/waarom-leiders-eens-wat-vaker-hun-mond-moeten-houden/88901>
- Webinar: December 2, 2015 – View from the C-suite
- Blog: August 18, 2015 – Management Lessons from the Golden State Warriors (subsequently published in **MT.nl** – October 8, 2015) <https://www.mt.nl/series/strategie/ze-waren-een-grap-en-werden-nba-kampioen-wat-leren-we-van-de-golden-state-warriors/88451>
- Webinar: December 10, 2014 – Sustainable Competitive Advantage : Dream or Reality?
- Blog: Oktober 16, 2014 – Lessons in Strategic Change
- Blog: December 4, 2013 – Strategic Agility
- Blog: October 8, 2013 – Powerful CEOs don’t take advice from others.
- Webinar: September 17, 2013 - Sustainable Competitive Advantage: Chasing the Impossible Dream

Published Conference Proceedings

“Internal and External Communication Flows in International Product Development” (with R.K. Moenaert and F. François). Proceedings of the 5th International Product Development Management Conference, Como, Italy (1998).

“Informatiestromen in Internationale Productontwikkeling: Interne en Externe Interfaces” (with R.K. Moenaert, F. François and E. Wauters), Proceedings of the 23rd Vlaams Wetenschappelijk Economisch Congres, (1998).

“Managing Interfaces in International New Product Development” (with R. K. Moenaert and E. Wauters), Proceedings of the 3rd International Product Development Conference, INSEAD, Fontainebleau (1996), pp. 755-773.

“The Coordination of Marketing in the International Firm: An Exploratory Survey on Organizational Structures” (with E. Peelen, H. Commandeur and R.K. Moenaert), American Marketing Association (AMA) Educators’ Conference Proceedings, Vol. 6 (1995), pp. 330-340.

"On the Feasibility of Government Economic Policies in a Global Economy". In, R. Moenaert (Ed.), Proceedings of the Colloquium "Cultural Differences, Management and Economics" Conference organized on the occasion of the Belgian Presidency of the Council of the European Communities, Brussels, 1993.

"Multidomestic and Global Competitive Strategies: The Case of the U.S. Automobile Industry: 1960-1987" . In, K. Fatemi (Ed.), Proceedings of the International Trade and Finance Association Meeting, Volume 5 (1991): pp. 1671-1690.

"Organizing for Technological Turnaround: Issues, Strategies, and Competitive Impact" (with R. K. Moenaert and J. Barbe), Actes Du Seminaire International de Management Strategique, Essec, Cergy-Pontoise (1986).

Press/Newspapers

"Niet naïef zijn: China wil onze technologie" (Don't be naive: China wants our technology), Het Laatste Nieuws, March 6, pp. 5-6

"China zal geen wraak nemen" (China will not take revenge), Het Laatste Nieuws, 1-2 October 2016, p. 5

"Eandis: Patstelling is compleet", (Eandis: Decision Deadlock), De Standaard, 30 September 2016, p. 6.

"Strijd om Attero: Huts stoot op Chinese koopwoede", (The Battle for Attero), De Standaard, 30 September 2016, p. 29.

"Ze komen niet uit liefdadigheid: Chinese kopen Westerse kroonjuwelen op (Chinese Companies Buying Western Crown Jewels)", Het Laatste Nieuws, 28 September 2016, pp. 2-3.

"Silicon Dragon: De technologische revolutie komt uit het Oosten" (Silicon Dragon: Technology Revolution comes from the East), De Tijd, September 17, pp. 2-3.

"Eandis: Leer van de Chinezen" (Eandis: Learn from the Chinese), De Standaard, September 13, p. 21.

"China: 40 jaar na Mao: Met een snelheid die naar adem doet happen" (China 40 years after Mao: Economic development at top speed), Knack Historia, September 2016, pp. 155-162

"Koopjesjacht of Gele Invasie" (Bargain hunting or Yellow Invasion), De Standaard, September 2, 2016 (pp. 20-21)

"Chinese overheid omhelst gecensureerde groei" (Chinese government: a censored growth model), De Standaard, March 24, 2016 (pp. 22-23)

"Strategic Agility in Organizations", The Purdue Executive, November 2013, pp. 2-3

"De lerende organisatie: Afleren om aanwezige veerkracht in de kiem te smoren" (The learning organization: let's stop killing organizational resilience), Anders Werken (Tempo Team Corporate Magazine), December 2012, (pp. 10-11)

"Top bedrijfsleven fnuikt mededenkers (Top management limits employees)", Brabants Dagblad, Oktober 20, 2012 (p. 8)

"Tilburgs instituut blijft goed scoren", Brabants Dagblad, Mei 13, 2009 (p. 17)

"Drei trends bei Managementkursen", Wirtschaft+ Weiterbildung, August, 7, 2008 (p. 12)

"MBA in Europa: Entwicklungsland Deutschland", Financial Times/Deutschland, April 18, 2008 (p. A8)

"Fascinerend te zien hoe vertrouwen kan groeien", Management Team, 2008

"Customer Delight: Bied uw klanten meer dan ze verwachten", Fortis Corporate Insurance Newsletter, November 2006 (pp. 2-3)

"Eigen bedrijfsinfo grote onbekende bij managers", De Telegraaf, October 3, 2002 (p. 31)

“Directeuren ‘doen maar wat’ ”, *Intermediair*, October 10, 2002

“Nothing but winners” (Book review of ‘Co-opetition’), *Track*, # 1, December 2001 (p.12)

“Postbank Master of Marketing: Bindmiddel met slagkracht”, *De Blauwe Lijn* (Postbank Magazine), November 2001 (pp. 6-7)

Research Presentations

“External Communication Flows in International Product Development” (with R.K. Moenaert and F. François). 28th EMAC Conference, Berlin, May 11-14, 1999.

“Internal and External Communication Flows in International Product Development” (with R.K. Moenaert and F. François). 5th International Product Development Management Conference, Como, Italy, May 25-26, 1998.

“Informatiestromen in Internationale Produktontwikkeling: Interne en Externe Interfaces” (with R.K. Moenaert, F. François and E. Wauters). 23rd Flemish Scientific Economic Conference, Leuven, March 13-14, 1998.

“Information flows in International Product Development: Internal and External Interfaces”, (with R.K. Moenaert, F. François, and E. Wauters). 23rd Annual Conference of the European International Business Association (EIBA), Stuttgart, December 14-16, 1997.

“International New Product Development: Managing the R&D-Marketing-Production Interface” (with R. K. Moenaert and E. Wauters). 3rd IFSAM World Conference, Groupe ESCP, Paris, France, July 8-11, 1996.

“Managing Interfaces in International New Product Development” (with R. K. Moenaert and E. Wauters). 4th Annual Conference of the Nederlands-Vlaamse Academie voor Management (NVAM), Gent, Belgium March 6, 1996; 3rd International Product Development Conference, INSEAD, Fontainebleau, France, April 15-16, 1996; Workshop on Managerial Challenge of Designing Structures for Global Logistics, European Institute for Advanced Studies in Management (EIASM), Brussels, Belgium, May 23-24, 1996; 22nd Annual EIBA Conference on “*Innovation and International Business*”, Stockholm, Sweden, December 15-17, 1996.

“The Strategic and Environmental Correlates of Performance: Evidence from the Japanese Automobile Manufacturers, 1972-1991” (with S. Kotha and D. Schendel). 15th Annual Strategic Management Society Conference, Mexico City, Mexico, October 15-18, 1995.

“Technological Innovation and Strategy Formulation in the International Firm” (with E. Peelen, H. Commandeur, and R.K. Moenaert). Conference of the 1st European Academies of Management, Brussels, Belgium, August 25-26, 1995.

“The Coordination of Marketing in the International Firm: An Exploratory Survey on Organizational Structures” (with E. Peelen, H. Commandeur, and R.K. Moenaert). American Marketing Academy (AMA) Summer Marketing Educator’s Conference, Washington DC, August 12-15, 1995.

“The Institutional Embeddedness of Strategy: Predation through Legislation (or, See You in Court)”. The “*Embeddedness of Strategy*” Conference, University of Michigan, School of Business Administration, Ann Arbor, May 18-20, 1995.

"Management of Technological Innovation in Belgium and the Netherlands: A Cross-Cultural Perspective " (with R. K. Moenaert). 3rd Annual Conference of the Nederlands-Vlaamse Academie voor Management (NVAM), Rotterdam, the Netherlands, March 8, 1995; the 15th Annual Strategic Management Society Conference, Mexico City, Mexico, October 15-18, 1995.

"Managing Technology in the International Firm: An Exploratory Study of Organizational Strategies" (with R. K. Moenaert, H. R. Commandeur and E. Peelen). 20th Annual Conference of the European International Business Association, (EIBA), Warsaw, December 11-13, 1994, and Conference of the European Academies of Management on "Managing Interfaces", Brussels, August 25-26, 1995.

"On the Locational Distribution of R&D Activities: Matching Structure with Strategic Intent" (with R. K. Moenaert). ORSA/TIMS Joint National Meeting, Detroit, October 23-26, 1994 (*invited paper*).

"Responding to Environmental Discontinuities: The U.S. Automobile Industry's Struggle with Globalization" (with D. Schendel). CIBER International Conference on Global Competition, Beckman Institute: University of Illinois at Urbana-Champaign, October 7-8, 1994.

"The Management of Multinational Research and Development Activities: Lessons from Economic Geography" (with R. K. Moenaert). 14th Annual Strategic Management Society Conference, Groupe HEC - Jouy en Josas, France, September 20-23, 1994.

"Strategic Choice and Environmental Determinism: An Empirical Application of the Romanelli-Tushman Guidelines for Quasi-Experimental Design" (with D. Schendel). Academy of Management Meeting, Dallas, August 13-17, 1994.

"An Information-Processing Perspective on International Product Development" (with R.K.Moenaert). TIMS/ORSA Joint National Meeting, Boston, April 24-27, 1994 (*invited paper*).

"Understanding the Effect of National Culture on Technological Renewal: A Cross-Cultural Study on the Management of High-Technology Innovation Projects" (with R. K. Moenaert, W.E. Souder and B. Clarysse). 2nd Annual Conference of the Nederlands-Vlaamse Academie voor Management (NVAM), Antwerp, Belgium, February 4, 1994.

"National Culture, Technological Renewal, and Innovation Roles" (with R. K. Moenaert). 19th Annual Conference of the European International Business Association (EIBA), Lisbon, Portugal, December 12-14, 1993.

"The Practice of Technology Management: Culture as a Forgotten Dimension" (with R. K. Moenaert). 4th Annual International Symposium on "The Management of Technology and Regional Development in a Global Environment", Montreal, Canada, October 13-14, 1993.

"On The Feasibility of Government Economic Policies in a Global Economy". An International Colloquium on "The Management and Economics of European Regional Culture", Flemish Government, Brussels, Belgium, September 18, 1993.

"The International Location of R&D Activities: An Information-Processing Perspective" (with R. K. Moenaert). 9th International Society for Professional Innovation Management (ISPIM) Conference, Eindhoven University of Technology, Eindhoven, The Netherlands, September 5-8, 1993.

"R&D and the International Firm" (with R. K. Moenaert). Workshop on Global Strategic Management: Beyond the Three Generics, Brussels, November 18-19, 1992.

"Managing International R&D Operations: An Information-Processing Perspective" (with R. K. Moenaert). 12th Annual Strategic Management Society Conference, London, UK, October 14-17, 1992 and the Workshop on Global Strategic Management: Beyond the Three Generic, European Institute for Advanced Studies in Management (EIASM), Brussels, November 18-19, 1992.

"The State *vs.* The Corporation: Global Corporations and the Convergence of National Economic Policies - The Case of Corporate Income Taxation" (with J. Brito). 12th Annual Strategic Management Society Conference, London, October 14-17, 1992.

"Multidomestic *vs.* Global Competitive Strategies: A Strategy Component Analysis" (with A. McCarthy). Academy of Management Meeting, Las Vegas, August 9-12, 1992.

"Multidomestic and Global Competitive Strategies: The Case of the U.S. Automobile Industry: 1960-1987". International Trade and Finance Association Meeting, Marseille (France), May 31-June 3, 1991.

"The Determinants of Economic Performance in a Global Economy: The Case of the U.S. Automobile Industry, 1960-1987". ORSA/TIMS Joint National Meeting on Productivity and Global Competition, Philadelphia, October 29-31, 1990 and the Workshop on Global Strategic Management and Europe 1992, European Institute for Advanced Studies in Management (EIASM), Brussels, May 10-11, 1990.

"Organizing for Technological Turnaround: Issues, Strategies, and Competitive Impact" (with R. K. Moenaert and J. Barbe). International Strategy Conference, Essec, Cergy-Pontoise, June 1986 and the Aston Workshop, Aston University, June 1987.

"Strategic Planning in Belgian Firms" (with R. Van Dierdonck). 5th Annual Strategic Management Society Conference, Barcelona, October 2-5, 1985.

"Economies of Scope: An Analysis of Organizational and Competitive Issues" (with K. Krols and R. K. Moenaert). Workshop on Economies of Scope, European Institute for Advanced Studies in Management (EIASM), Brussels, June 3-4, 1985.

Invited Presentations/Keynote Addresses

Engie – Invited **Keynote Address** at the Engie “Push Ahead” senior leadership summit, “Building an Agile Organization: Thriving in Times of Transition” – June 14, 2017 – Halfweg (NL).

Nexxworks (Technology and Innovation Tour of Asia – Spirit of the East) – Invited **Keynote address** on “The Competitive Landscape in China” – May 14, 2017 – Shenzhen (China).

FOCUS: Hoogleraren Lezingenreeks Strategie 3.0 – “Strategic Agility” – March 30, 2017 – Baarn (NL).

Tsinghua University - Invited Seminar on “The Globalization of Chinese Firm” – Tsinghua-Norinco (North China Industries Corp.) Executive Education Program – September 5, 2016 – Cambridge (UK).

Rochester-Bern Executive MBA – Baloise - Seminar on “Creating Shared Value: Redefining the Role of Business” – April 6, 2016 – Basel (Switzerland).

Connected Visions (Technology and Innovation Tour of Asia – Spirit of the East) – Invited **Keynote address** on “The Competitive Landscape in China” – October 18, 2015 – Shanghai (China)

Vivent (Management Conference) – Invited Seminar on “Strategic Management: A Structured Approach”, October 16, 2015 – Vught (NL)

Elanco (EMEA Conference)– Invited **Keynote address** on “Building a Customer-Centric Organization”- January 2014 – Marrakech (Morocco)

FLAIRS 2013 – Invited **Keynote address** on “So you think you are Agile”, October 2013 – Utrecht (The Netherlands)

FLAIRS is the inter-industry association of young banking professionals in the Netherlands

Rochester-Bern Executive MBA – ABB/Baloise - Seminar on “Strategic Agility: Trying to stay one step ahead of the competition” – September 2013 – Zürich/Oerlikon (Switzerland) + February 2014 – Basel (Switzerland)

Tempo-Team (Randstad Group) College Tour 2012 – Invited **Keynote address** on “Strategic Agility” – October 2012 – Tilburg (Netherlands)

Vion Ingredients- Executive Board Meeting – Invited **Keynote address** on “High-Performance Organizations: Managing with a Higher Purpose” - October 2012 – Eindhoven (Netherlands)

Rochester-Bern Executive MBA – Seminar on “High-Performing Organizations: Building a Community of Shared Purpose” – March 2012 / June 2012 – Basel / Bern (Switzerland)

Randstad – General Management Meeting – Invited **Keynote address** on “Strategic Agility” – October 2011 – Lisbon (Portugal)

Barco – Global Leadership Team (GLT) Meeting – Invited **Keynote address** on “Strategic Agility and Corporate Strategy”- October 2011 – St-Michielsgestel (Netherlands)

Krauthammer – Invited **Keynote address** on “Competing with Dual Strategies”- Krauthammer University – August 2011 – Zeist (The Netherlands)

NMG (Nederlands Membraan Genootschap) + Ministry of Economics – Invited **Keynote address** on “How to boost your membrane business: A customer perspective” - November 2010 Arnhem (The Netherlands)

Rabobank – Management Development Meeting – Invited **Keynote address** on “Strategic Learning” – March 2010 - Vught (The Netherlands)

Rochester-Bern Executive MBA – Seminar on “Building the Sustainable Enterprise: Reaching for the STARS” – February 2010 , Zürich (Switzerland)

Rochester-Bern Executive MBA – Seminar on “Strategic Inertia: Why companies find it difficult to change” – September 2009, Bern (Switzerland)

Province of Noord-Brabant – Invited **Keynote address** on “Innovation Value: Building a Sustainable Competitive Advantage” – September 2009, Eindhoven – High Tech Campus (The Netherlands)

Intercai (Switzerland) – Seminar on “Developing Winning Customer Value Propositions” – May 2008, December 2008, Zürich, (Switzerland).

W.H. Brady – Invited **Keynote address** on “Sustainable High Performance: What do we Know?” – Future Leaders Forum Meeting – September 2008, Antwerp (Belgium).

Axpo Holding AG + Rochester Bern Executive MBA Program – Seminar on “The Keys to Sustained Performance” – September 2008, Zürich, (Switzerland).

Raiffeisen Bank Hungary- Raiffeisen Bank Academy Executive Program (Central European University) - Seminar on “Strategic Thinking” – May 2008, Budapest (Hungary).

Alumni Rochester-Bern Executive MBA Program – Seminar on “The Search for Sustained Success: What do we (not) know?” – February 2008, Thun (Switzerland), Seminar on “Strategic Change” – February 2011, Thun Switzerland

Nestlé – Seminar on “Today-Tomorrow-The Future: Translating the R&D Vision into Action” – January 2008, Vevey (Switzerland), February 2008, Konolfingen (Switzerland), Vevey (Switzerland).

SKF Germany – Result Leadership Program – Seminar on “Value Innovation” – April 2007, Ghent (Belgium)

Randstad Belgium – Invited **Keynote address** on “Managing with Dual Strategies” – Key Management Meeting – March 2007, Marche-en-Famenne (Belgium).

Rochester-Bern Executive MBA – Seminar on “Strategic Change” – March 2007 , Basel (Switzerland)

Tilburg University – **Keynote address** on “Professor C.K. Prahalad and The Next Big Thing – Competing at the Bottom of the Pyramid”, Lecture introducing Prof. C.K. Prahalad. Address before the Academic Assembly on the occasion of Tilburg University awarding an Honorary Doctorate to Prof. C.K. Prahalad – November 16, 2006.

Tilburg University – TiasNimbas Business School – **Keynote address** on “Alignment of HRM and Business Strategy”, June 15, 2006 (Netherlands)

Randstad Callflex – Invited **Keynote address** on “Creating Customer Value: The role of Contact Centers”, May 2006, Amsterdam (Netherlands).

Tias Business School - Tilburg University – **Keynote address** on “Strategic Revolution: Making the Impossible Possible”, April 21, 2005, Tilburg (The Netherlands).

Leuven.Inc (Leuven Innovation Network Cycle) – Invited **Keynote Address** on “Strategy Development for Innovative Growth Companies”- March 28, 2006, Leuven (Belgium)

Guidant – VP and General Managers Workshop – Seminar on “Building Profitable Growth through Value-Based Selling“ June 2004, Brussels (Belgium).

Fortis – Dynamics Programme – Seminar on “Customer Value Creation”, May 2004, Brussels (Belgium)

The University of Rochester (William E. Simon Graduate School of Business Administration) – EDP International Seminar Series – Workshop on “Mergers, Acquisitions & Alliances: Understanding Success and Failure”, March 2004, Paris (France).

Gambro Renal Products - Top Managers Meeting – Seminar on “Functional Strategic Decision-Making”, February 2004, Malaga (Spain)

LeasePlan Corporation (ABN-Amro) “Driving our Future” Program – Seminar on “Competitive Advantage: Defining the Customer Value Proposition”, November 2003, Santpoort (NL).

Randstad Callflex – Invited **Keynote address** on “Customer-Focused Strategy”, May 2003, Amsterdam (Netherlands).

SAS – Expert commentary on the research findings of a study investigating the use of information by CEOs, October 2002, Huizen (Netherlands) (see also articles in popular press reporting on expert commentary, e. g. *Intermediar*, *Telegraaf*, October 2002).

Theodoor Gilisen Bankiers (Fortis Group) – Seminar on “Strategic Management”, September 2002, Nunspeet (NL).

The University of Rochester (William E. Simon Graduate School of Business Administration) – EDP International Seminar Series – Workshop on “Corporate Strategy Perspectives on Strategic Alliances”, March 2002, Paris (France).

Purdue University: Krannert Graduate School of Management – Executive Master in Management (EMS) – Seminar on “Strategic Management”, March 2002, March 2003, March 2004, St-Michielsgestel (NL).

Acerta – Strategy & Learning – Seminar on “Developing Compelling Customer Value Propositions”, March 2002, St-Michielsgestel (NL).

Bank Brussel Lambert (ING Group) – Strategy and Vision – Workshop on “Strategic Management”, February – May 2002, Brussels (B)

ABN-Amro – Investment Bankers’ Action Learning Series (ALS) – Seminar of “Strategic Thinking”, October 2001, Santpoort (NL).

Gambro – Executive workshop on “Strategic Thinking and Action”, September 2001, Lyon (France). Workshop with Gambro Executive Board.

Stichting Techniek en Marketing (STEM) - Seminar on “New Perspectives in Strategy”, April 2000, April 2001, October 2001, April 2002, November 2002, September 2003, February 2004, Den Dolder (Netherlands).

Kleyn Trucks – Workshop on “Strategic Management”, March 2001. Workshop with members of the Executive Board.

RVS (ING Group) Netherlands – Seminars on “Competitive Strategy”, March/April/August, October 1998.

Delta Lloyd (Netherlands) – Invited **Keynote address** on “The Globalization of Markets”, Amsterdam, May 14, 1998.

Rabobank (Netherlands) - Seminar on “Competitive Strategy”, Venray, April 14, 1998 and Leudal, June 29, 1998.

New York University: Stern School of Business - Workshop in International Business and Economics: "International Product Development: A Research Agenda", New York, April 13, 1995.

University of Amsterdam - Seminar on "Innovation: An Economic Geography Perspective", Amsterdam, October 27, 1994.

New York University: Stern School of Business - Seminar on "Reengineering the Corporation: A Critical Reading", New York, January 22, 1994.

Instituto de Estudios Superiores Financieros Y De Seguros (INESE) - Workshop on "Sources of Competitiveness for the 1990s" (La calidad, eficacia e innovacion como elementos claves para el desarrollo de una estrategia empresarial basados en la ventaja competitiva), Madrid, Spain, June 1993.

Stevens Institute of Technology – Invited **Keynote address** on "Global Strategic Management", Hoboken New Jersey, (USA), February 18, 1993.

Boston Treasury Systems – Invited **Keynote address** on "Global Strategic Management", Cambridge, MA, September 21, 1992.

Facilitation of Executive Board (EB)/ Senior Leadership Team (SLT)

Strategy Development Workshops

NHTV: Breda University of Applied Sciences, 2016/2017	(Netherlands)
Rychiger AG – EB + SLT, (Bern), September 2015	(Switzerland)
Randstad Holding - EB, (Huizen), October 2014	(Netherlands)
Randstad Netherlands – EB, (Huizen), April 2014	(Netherlands)
TempoTeam – SLT (Beesd), March 2014	(Netherlands)
TempoTeam – EB (Muidenberg) , September 2013	(Netherlands)
Rabobank – EB (Voorne-Putten Rozenburg), June 2013	(Netherlands)
CSM Bakery Ingredients Europe – SLT (Frankfurt), January 2013,	(Germany)
Randstad India – EB, October 2012, Chennai	(India)
Rabobank – EB (Hart van Brabant), October 2012	(Netherlands)
Aranea Consult/Steenbok Advies – EB (Vught), November 2010	(Netherlands)
Intercai Consultants – EB (Zürich), May-December 2008	(Switzerland)
Nestlé – SLT (Vevey), January 2008	(Switzerland)
DHV – EB (Zeist), June 2007,	(Netherlands)
Rabobank Leveraged Finance - SLT, November 2007-October 2008	(Netherlands)
P-Flex (Randstad Group)- EB, January 2007-March 2008	(Netherlands)
Randstad Belgium EB + SLT, June-September 2005	(Belgium)
CSM – SLT (Amsterdam), May 2005	(Netherlands)
WPG Publishers EB-SLT, September 2004-March 2005	(Netherlands)
Hill + Knowlton Netherlands (WPP Group) - EB, January-February 2003	(Netherlands)
Gambro – EB, (Lyon), September 2001	(Sweden)

Executive Education

Tilburg University: TIAS School for Business and Society

ABN Amro:	“Strategic Thinking and Doing”, May 2007
ABN Amro Public Sector Division:	“Strategic Management”, February 2005
Advanced Human Resource Management Program (AHREP):	“Strategic Management”, April 2008, March 2009, April 2010, April 2012
Abbott:	Future Leadership Ambition Program (FLA) “Strategic Marketing Management and Customer Value Management, FLA-1 Amsterdam (Netherlands) November 2006 FLA-2 Amsterdam (Netherlands) February 2007 FLA-3 Malaga (Spain) April 2007 FLA-4 Prague (Czech Republic) March 2008 FLA-5 Amsterdam (Netherlands) April 2008 FLA-6 Malaga (Spain) June 2008 FLA-7 Amsterdam (Netherlands) February 2009 FLA-8 Athens (Greece) April 2009

FLA-9 Vienna (Austria) June 2009
 FLA-10 Prague (Czech Republic) February 2010
 FLA-11 Copenhagen (Denmark) May 2010
 FLA-12 Lisbon (Portugal) February 2011
 FLA-13 London (UK) May 2011
 FLA-14 Prague (Czech Republic) September 2011
 FLA-15 Stockholm (Sweden) October 2011
 Abbott Asia-Pacific “Strategic Marketing Management”, Singapore, June 2010.
 Abbott Diagnostics Europe: “Customer Value Management”, Amsterdam, April 2008.
 Abbott Netherlands: “Customer Value Management”, Amsterdam, September 2007.
 Bank Nederlandse Gemeenten (BNG):
 - Master of Management, “Strategic Management”, February 2001
 Barco:
 - Senior Leadership Program (SLP)
 SLP-1: Project Supervision (Strategic Planning Process + Making the Matrix Management Structure work), Project Presentations, October 2008.
 SLP-2: Senior Leadership Program, “Business and Corporate Strategy Alignment”, Santa Clara (USA) + Netherlands, February-April 2011
 SLP-3: Senior Leadership Program, “Business and Corporate Strategy Alignment”, Santa Clara (USA) + Netherlands, March-May 2012
 - Global Leadership Conference, “Strategic Agility & Corporate Strategy”, October 2011
 Bekaert Advanced Materials (BAM):
 “Strategy and Customer Value Creation”, February 2000
 Bekaert “Value Capture Workshop”, September 2010 (Shanghai-China)
 C&A: “Growth Strategies”, October 2001 (Project coaching)
 Campina: “Strategic Management”, November 1998, March 1999, December 1999, “Customer Value Creation”, December 2007
 Concordia Textiles: “Strategic Management”, December 2002, “Creating and delivering customer value”, February 2003
 CSM:
 “Strategic and Operational Marketing Management”, April 2001, June 2003
 “Strategic Marketing Management” CSM International Marketing Directors Meeting, February 2002
 “Strategic Decision-Making”, May 2004
 “Strategic Innovation Management Seminar”, May 2005
 - CSM Advanced Management Program (AMP),
 “Positioning”, September 2002, January 2004, February 2005, October 2007
 “Corporate Entrepreneurship and Innovation Management: From core value to core capability”, January 2003, April 2004, November 2005, March 2007, May 2008
 - Leadership Development Program (LDP), “Competing with Dual Strategies”, November 2008, February 2010, February 2011/
 “Strategic Marketing Management”, March 2009, June 2010, June 2011 (Atlanta, US)
 - Inspire: Senior Leadership Program
 March, May, November 2014, Khartoum (Sudan)
 Darling Ingredients (EU) “Strategic Management”, February 2015, October 2015, December 2016
 Deloitte & Touche: “Strategy and Marketing Communication”, December 2000

DHV: - Executive Development Program (EDP)
 “Managing the Global Corporation + Knowledge Management in Global Companies + Managing with Dual Strategies, Project Presentation”
 EDP-1, February 2007, June 2007
 International Policy Board, June 2007
 EDP-2, July 2007, December 2007
 EDP-3, September 2009, February 2010

Essent: “Reflections on Strategic Marketing Management”, May 2011

Executive Master of Finance and Control:
 “Strategic Management”, November-December 2007 (EMFC-9),
 November-December 2008 (EMFC-10)

Executive Master of Agribusiness:
 “Strategic Management”, 1999, 2000

Executive Master of Business Innovation (MBI)
 “Competitive Strategy”, May 2009

Executive Master in Management Control
 “Strategic Management”, 1999, 2015

Executive Master of Finance/Small & Medium-Sized Enterprises:
 “Strategic Management”, 2003

Executive Master of Marketing:
 “Strategic Marketing Management”, 1997, 1998, 1999, 2001, 2002,
 2003, 2004, 2005, 2007 (2 sessions), 2008

Executive Retail Management Program:
 “Strategic Management and Retailing”, June 2003

Electriciteitsbedrijf Zuid Holland (EZH)
 “Competitive Strategy”, February 1998

Fortis:
 “Strategic Management”, December 2000, February 2002, February 2003
 “Customer delight”, Fortis Corporate Insurance, October 2005

Fresenius Medical Care: Business Management Curriculum (BMC)
 BMC 1- BMC 2:
 “Context, Competition, Company: Setting the stage for Strategic Marketing”, 18-19 December 2013 – Seeheim (Germany),
 September 9-11, 2015 – Seeheim (Germany)
 “Creating Customer Value” + “Customer Journey Field Work”, May 2016 + September 2016 – Seeheim (Germany)

Full-Time MBA:
 Generali: “Strategic Management”, January 2012
 “Strategy and Entrepreneurship”, October 1998, May 2000,
 December 2000, January/March 2001

Gruno-Groningen: “Strategic Marketing Management”, April 1998

GMP: General Management Program for Accountants and Controllers,
 November 25

Hill & Knowlton NL (WPP Group):
 “Vision, Values and Strategy “ workshop (with Executive Board),
 January/February 2003

ING Group: “Strategic Management”, October 1997, October 1998

ING Central Europe (Insurance Division):
 “Strategic Marketing Management”, December 2007, “Customer Value Management”, December 2008

ING Netherlands (ING Bank, Postbank, Nationale Nederlanden, RVS):

- Master of Marketing (MoM), “Fundamentals of Strategic Marketing Management”, January 2004, January 2005, January 2007, February 2008, February 2009
“Advanced Strategic Marketing Management”, March 2004, March 2005, April 2007, April 2008, April 2009, January 2011
“Customer Value Management”, November 2005, November 2007, November 2008

Interpolis: “Strategic Marketing Management and Multi Channel Distribution Strategies”, 2003, “Strategic Marketing Management”, May 2005

Marel “Strategic Marketing Management”, November 2013 – Copenhagen (Denmark)

Maxeda: “Customer Value Management: Value Creation and Value Delivery”, January 2008.

MBE (Stichting Medical Business Education) “Masterclass Strategie” for medical specialists, August 2017

Nationale Nederlanden: “Strategic Management for Competitive Advantage”, October 2013

Netherlands Police Institute: “Marketing the Police”, November 2001

Nolan Norton (KPMG): “Strategic Management”, September 1998

Océ Office Printing Systems: “Strategic Management”, September 1997

Océ Wide Format Printing Systems (WFPS): “Strategic Management”, July 1998, April 1999

Océ: “Managing Customer Value Propositions”, February 2002

P-Flex (Randstad): “Strategic Marketing Management”, January 2007, March 2008.

Part-Time MBA: “Strategic Management”, March 2007, August-September 2008

Postbank: - Master of Marketing (MoM), “Fundamentals of Strategic Marketing Management”, November 2001, January 2003
“Advanced Strategic Marketing Management”, January 2002, March 2003
“Customer Value Management”, December 2002, December 2003

Quint Wellington Redwood: - QWR-MBA, “Strategic Management”, 2003, May-June 2005

Randstad Holding: - Senior Executive Program (SEP)
SEP 1-5: Netherlands + Spain (Barcelona)
“Strategic Management”, October 1999, June/October/November 2000, January/April/May/November 2001, January/September 2002, January/February/May/September/November/December 2003, January/May 2004,
SEP 6: “Strategic Management”, January 2005, March 2005, June 2005
SEP 7: “Strategic Management”, November 2005, January 2006, March 2006, May 2006
SEP 8: “Strategic Management”, November 2006, January 2007, March 2007, June 2007
SEP 9: “Strategic Management”, November 2007, January 2008, March 2008, June 2008
SEP 10: “Strategic Management”, November 2008, June 2009
SEP 11: “Strategic Management”, March 2009, November 2009
SEP 12: “Strategic Management”, October 2009, March 2010
SEP 14: “Strategic Management”, January 2010, September 2010
SEP 15: “Strategic Management”, October 2010, June 2011
SEP 16: “Strategic Management”, May 2011
SEP 17: “Strategic Management”, January 2012, March 2012, September 2012
SEP 18: “Strategic Management”, November 2012

SEP 19: “Strategic Management”, November 2013
 SEP 20: “Strategic Management”, November 2015
 - Strategic Management Seminar (SMS)
 SMS-7, September 2005, SMS-9, October 2007/ SMS-10, October 2008/ SMS-11, November 2009/ SMS-12, November 2010/ SMS-13, November 2011, SMS-14, September 2012
 - HR-Conference: “Developing the HR Function: Towards a Business Partnership” (Lisbon, Portugal), September 2008
 - SEP-Alumni Meeting, “The Keys to Sustained Success”, April 2008.
 - General Management Meeting (GMM), “Strategic Agility”, Lisbon (Portugal) October 2011
 - High Performing Business Partners Program (HPBP):
 HPBP-2, June 2015,
 HPBP-3, November 2015
 HPBP-4, September 2016
 - Young Executive Program (Asia-Pacific) - YEP:
 YEP-1: April 2015
 YEP-2: November 2016, February 2017 (Singapore), September (Kuala Lumpur – Malaysia)
 “Strategic Management Seminar” with India Leadership Team, Chennai, October 2012
 Randstad India
 “IT-Strategy Alignment”, Seminar/workshop series with Management Team, June-September 2005
 Randstad Belgium:
 “Managing with Dual Strategies”, Key Management Meeting, March 2007.
 “Strategy Implementation”, August 2005
 Randstad Nederland:
 Blue Chip Program - “Strategic Management”, 21-23 May 2013 – Washington DC (USA)
 Randstad USA:
 - Senior Management A-Level Program (SK-A)
 “Strategic management for competitive advantage”, “Customer Value Management: Developing and Implementing a Distinctive Customer Value Proposition”, SK-A (1): November 2007, SK-A (2): June 2008, SK-A (3): June 2009, SK-A (4): December 2010, SK-A (5), May 2012
 Rabobank (Group)
 - Strategic Management: Board of Directors Program (DP):
 DP-1: December 2011, February 2012, March 2012, May 2012, September 2012
 DP-2: May 2013, September 2013, October 2013
 - Executive Masterclass Strategy for Members of the Supervisory Boards:
 May 2015, November 2015
 - Management Development Program: Level 7-9
 “Strategisch Management”, January 2016 (Wageningen, NL), January 2017 (Eindhoven, NL)
 Rabobank (Local)
 Rabobank Hart van Brabant, “Strategy formulation and implementation”, Hilvarenbeek (NL), October 2012
 Rabobank Leveraged Finance Division:
 “Developing a Distinctive Customer Value Proposition”, November 2007, October 2008.
 SAP Netherlands:
 “Customer Value Management”, December 2005
 Senior Exec Program:
 “Strategic Thinking”, November 2013
 SHV
 -Prélude Program (Program for young executives):

Prélude-2: May 2014,
 Prélude-3: May 2015,
 Prélude-6, November-December 2016,
 Prélude-7, May 2017

SNS Reaal Groep: SRG-Management Program: “Strategic Management”, November 2003, February 2004, June 2005
 Strategy Formulation- Strategy Implementation”, SNS IT Department, October 2005

Tempo Team: “Developing a Distinctive Competitive Positioning”, November 2008.

Trudo Foundation: “Managing for Customer Value”, June 2004

Vanderlande Industries: “Strategic Marketing Management”, October-November 2003

Vion: “Customer Intimacy and Customer Value Creation”, March 2012 (Munich)

WPG Publishers: “Strategic Thinking and Strategy Implementation”, September 2004, March 2005

Tilburg University – Purdue University – Budapest University of Economic Sciences and Public Administration (BUESPA)/Central European University (CEU) Budapest – FGV-EBAPE (Brazil) – Tianjin University (China)
IMM Global Executive MBA

Strategic Management

“Strategic Management”, June 2000 (Budapest, Hungary)
 “Strategic Management”, June/September 2001 (Budapest, Hungary and Tilburg)
 “Strategic Management”, June/September 2002 (Budapest, Hungary and Tilburg)
 “Strategic Management”, June/September 2003 (Tilburg, Paris)
 “Strategic Management”, July/September 2004 (Tilburg, Paris)
 “Strategic Management”, July/September 2007 (Shanghai, Tilburg)
 “Strategic Management”, July/September 2008 (Shanghai, Brussels), June/September 2009 Shanghai/Brussels), June/September 2010 (Shanghai/Brussels), June/September 2011 (Mexico City/Shanghai), June 2012 (West-Lafayette-USA), June/October 2013 (West-Lafayette – USA + Shanghai), June 2014 (West-Lafayette, USA), June 2015 (West-Lafayette, USA), June 2017 (West-Lafayette, USA)

Geo-Competitive Perspectives

‘Competing in China: Geo-competitive perspectives’:
 October 2014 (Beijing, China), October 2015 (Beijing, China), October 2016 (Shanghai), October 2017 (Beijing)

Purdue University - ESC Rouen – Budapest University of Economic Sciences and Public Administration (BUESPA) - IMaC Executive Master’s Program

“Strategic Management”, June/September 1996 (Rouen, France)
 “Strategic Management”, June/September 1997 (Rouen, France)
 “Strategic Management”, June/September 1998 (Rouen, France)
 “Strategic Management”, July/September 1999 (Rouen, France and Budapest, Hungary)

**University of Rochester (William E. Simon Graduate School of Business Administration) -
Universität Bern**
Rochester-Bern Executive MBA Program

"Strategic Management", February - April 1999 (Bern, Switzerland)
"Strategic Management", February - April 2000 (Bern, Switzerland)
"Strategic Management", February - April 2001 (Bern, Switzerland)
"Strategic Management", February - April 2002 (Bern, Switzerland)
"Strategic Management", March - May 2003 (Bern, Switzerland)
"Strategic Management", February-May 2004 (Bern, Switzerland)
"Strategic Management", January-February 2005, 2006, 2007 (Bern, Switzerland)
"Strategic Management", January-February 2008 (Bern, Switzerland), January-March 2009
(Bern, Switzerland), January-March 2010 (Bern, Switzerland), January-March 2011 (Bern,
Switzerland), January-March 2012 (Bern, Switzerland), January-March 2013 (Bern,
Switzerland), January-March 2014 (Bern, Switzerland), January-March 2015 (Bern,
Switzerland), January-March 2016, January-March 2017 (Bern, Switzerland)

"Competing in Emerging Markets":

April 2010 (Shanghai), April 2011 (Shanghai), April 2012 (Shanghai), April 2013 (Shanghai), April
2014 (Shanghai), April 2015 (Shanghai), April 2017 (Shanghai)

**Swedish Institute of Management (Institutet För Företagsledning (IFL) S.A.) -
Enspiro -Kähäri Management**

Incentive AB: "Strategic Management", 1995-1998 (Brussels, Stockholm, Denver)
Gambro AB: "Strategic Management", International Management Program (IMP 1-12)
1999-2004 (Brussels)
Cap Gemini Nordic Region (SBA3):
"Strategic Management", 1999-2000 (Stockholm)
Norske Skog: "Strategic Management", 2001- 2002 (Oslo)

University of Amsterdam
Executive Masters Program in Information Management

"Strategic Management":
October 1996, October 1997, October 1998

Nijenrode University: The Netherlands Business School

Rabobank Executive MBA Program "Strategic Management", September 1995; October 1996.
Entertainment Industry Program "Strategic Management", October 1996.
Heidemij "Global Strategic Management", March 1996; September
1996.
Rochester-Nijenrode Executive MBA Program
"Strategic Management (Corporate Strategy)",
March, 1996, 1997.
Canon Europa NV "Strategic Management", January-March, 1996.

Honors, Awards, Grants

Excellence in Teaching Award, Global Executive MBA Program (IMM), **2017**, Purdue University (USA), Central European University (Hungary), TIAS School for Business and Society, FGV-EBAPE (Brazil), Tianjin University (China).

Superior Teaching Award awarded by the participants of the Class of 2012, June **2017**, Rochester-Bern Executive MBA Program, University of Rochester (William E. Simon Graduate School of Business Administration) and the Universität Bern (Institut Für Finanzmanagement), Bern, Switzerland.

Outstanding Teaching Award, Global Executive MBA Program (IMM), **2016**, Purdue University (USA), Central European University (Hungary), TIAS School for Business and Society, FGV-EBAPE (Brazil), Tianjin University (China).

Recognized as “Favorite Professor of the Best and Brightest EMBA’s” in Poets & Quants, August **2016**.

<http://poetsandquantsforexecs.com/2016/08/11/favorite-professors-best-brightest-embas/>

Outstanding Teaching Award, Global Executive MBA Program (IMM), **2015**, Purdue University (USA), Central European University (Hungary), TIAS School for Business and Society, FGV-EBAPE (Brazil), Tianjin University (China).

Superior Teaching Award awarded by the participants of the Class of 2012, June **2015**, Rochester-Bern Executive MBA Program, University of Rochester (William E. Simon Graduate School of Business Administration) and the Universität Bern (Institut Für Finanzmanagement), Bern, Switzerland.

Excellence in Teaching Award, Global Executive MBA Program (IMM), **2014**, Purdue University (USA), Central European University (Hungary), TIAS School for Business and Society, FGV-EBAPE (Brazil), Tianjin University (China).

Outstanding Teaching Award, Global Executive MBA Program (IMM), **2013**, Purdue University (USA), Central European University (Hungary), TiasNimbass Business School, GISMA (Germany), FGV-EBAPE (Brazil), Tianjin University (China).

Excellence in Teaching Award, Global Executive MBA Program (IMM), **2012**, Purdue University (USA), Central European University (Hungary), TiasNimbass Business School, GISMA (Germany).

Superior Teaching Award awarded by the participants of the Class of 2012, June **2012**, Rochester-Bern Executive MBA Program, University of Rochester (William E. Simon Graduate School of Business Administration) and the Universität Bern (Institut Für Finanzmanagement), Bern, Switzerland.

Excellence in Teaching Award, Global Executive MBA Program (IMM), **2011**, Purdue University (USA), Central European University (Hungary), TiasNimbass Business School, GISMA (Germany).

Best Teacher Award, ING Masters Of Marketing (MoM), **2011**, TiasNimbass Business School, Tilburg University.

Excellence in Teaching Award, Global Executive MBA Program (IMM), **2010**, Purdue University (USA), Central European University (Hungary), TiasNimbas Business School, GISMA (Germany).

Excellence in Teaching Award, Global Executive MBA Program (IMM), **2009**, Purdue University (USA), Central European University (Hungary), TiasNimbas Business School, GISMA (Germany).

Best Course Award, ING Masters of Marketing (MoM), **2009**, TiasNimbas Business School, Tilburg University. (Course = Advanced Strategic Marketing Management)

Best Course Award, ING Masters of Marketing (MoM), **2008**, TiasNimbas Business School, Tilburg University. (Course = Advanced Strategic Marketing Management)

Superior Teaching Award awarded by the participants of the Class of 2008, June **2008**, Rochester-Bern Executive MBA Program, University of Rochester (William E. Simon Graduate School of Business Administration) and the Universität Bern (Institut Für Finanzmanagement), Bern, Switzerland.

Best Course Award, ING Masters Of Marketing (MoM), **2007**, TiasNimbas Business School, Tilburg University.

Superior Teaching Award awarded by the participants of the Class of 2006, June **2006**, Rochester-Bern Executive MBA Program, University of Rochester (William E. Simon Graduate School of Business Administration) and the Universität Bern (Institut Für Finanzmanagement), Bern, Switzerland.

Best Teacher Award (overall winner) and Best Teacher, June **2004**, Master of Finance Small Medium Sized Enterprises Program (MFSME), Tias Business School, Tilburg University, The Netherlands

+ Special Award on the occasion of being the **first three-time TIAS Best Teacher Award Winner**.

Best Teacher Award (overall winner) and Best Teacher, December **2002**, Master of Marketing Program, Tias Business School, Tilburg University, The Netherlands.

Superior Teaching Award awarded by the participants of the Class of 2002, June **2002**, Rochester-Bern Executive MBA Program, University of Rochester (William E. Simon Graduate School of Business Administration) and the Universität Bern (Institut Für Finanzmanagement), Bern, Switzerland.

Best Teacher Award (overall winner) and Best Teacher, December **2001**, Master of Marketing Program, Tias Business School, Tilburg University, The Netherlands.

Best Professor, June **2001**, Master of Agribusiness Program, Tias Business School, Tilburg University, The Netherlands.

"Professor of the Year" Award, **1994-1995** International MBA Program, Nijenrode University, The Netherlands.

Nominated by the International Business Department for the "Citibank Best Teacher Award" for Undergraduate Programs, New York University, Stern School of Business, **1993**.