

## CURRICULUM VITAE

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Name **Manuel Hensmans**  
E-mail [mhensman@ulb.ac.be](mailto:mhensman@ulb.ac.be)  
Born Brussels, 13 March 1973

### PROFESSIONAL EXPERIENCE

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- Associate Professor Strategic Management & Innovation 2010-...  
**Solvay Brussels School of Economics and Management**
  
- Visiting Professor Strategic Management & Innovation 2014-2016  
**Toulouse Business School**
  
- Post-doctoral fellow: "Project Successful Strategic Transformers" 2004-2009  
**Advanced Institute of Management Research, UK**  
*Strathclyde Business School, London Business School,  
Lancaster Management 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
  
- Lecturer/Executive Tutor Strategic Management  
**Rotterdam School of Management** 2000-2001  
**Strathclyde Business School** 2004  
**London Business School** 2005-2006

- 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**

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- PhD Management Studies 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**

## PUBLICATIONS

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- Hensmans, M. and Liu, G. 2017. 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* (Focussed Issue on “Chinese Direct Investment into the European Union”)
- Hensmans, M., and Van Bommel, K. 2018. Social Movements. In *International Encyclopedia of Strategic Communication* Heath, R. L. (ed.) & Johansen, W. (ed.) Wiley-Blackwell.
- 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.
- Hensmans, M. (with G. Johnson and G. Yip) 2015. *战略转型：赢时思变* (edited Chinese version of Strategic Transformation, Introduction adapted to Chinese managers and readers) CEIBS: China Machine Press.
- 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”)
- Hensmans, M. (with Sakuma, K.) 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) 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

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- 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>
- 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
- 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.
- 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): 40-55.
- M Hensmans 2011. How can companies achieve sustainable growth, *CxO Magazine*
- Hensmans, M. 1999. "Overheden in het elektronische tijdperk: de provincie Vlaams-Brabant als cybermediair", *VTOM-Vlaams Tijdschrift voor Overheidsmanagement*, 4.
- M Hensmans 1999. De provincie Vlaams-Brabant als cybermediair, *Informatie Magazine*

## REVIEWING EXPERIENCE

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- Journal of Management Studies, Acta Sociologica, Journal of Strategy and Management, Organization Studies, Administration & Society, LRP, Journal of Research in Social Movements Conflicts and Change
- Independent reviewer for the NWO (Nederlandse Organisatie voor Wetenschappelijk Onderzoek) for a 750.000 euro project on Crowd-based Innovations. (2016)
- 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)

## **INTERNATIONAL DISTINCTIONS AND PRIZES**

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1. Paper on Chinese multinationals in Europe nominated for the **Strategic Management Society Best Conference Paper Award** 2016
2. Financial Times (June 2013): "**One of best business books of the year**": Strategic Transformation: Changing while Winning (Palgrave, 2013)
3. Paper nominated for the **Strategic Management Society Best Conference Paper Award** 2006
4. Post-doctoral fellowship **grants** from the **ESRC**, UK (2004-2006, 2006-2007)
5. **Marie Curie Fellowship** Management Studies (2001-2002)  
Manchester School of Management
6. Top **ten best LRP publications** (volume 34, number 2, 2001) selected by LRP Editor (Ten excellent articles in 2000 – 2001)

## **CONFERENCE PRESENTATIONS**

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Hensmans, M. 2017. Invited Talk “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. *11<sup>th</sup> Iberian International Business Conference, Porto*.

- Hensmans, M. 2015. Building a resource-upgrading process model of EMNEs in developed economies. *7<sup>th</sup> International Process Symposium on Organization Studies*. Kos, Greece.
- Hensmans, M. 2015. How do social enterprises obtain preferential State support? *1<sup>st</sup> OLS workshop on the politicization firms*, Paris.
- Hensmans, M. and Liu, G. 2014. "Why do Chinese firms establish subsidiaries in Belgium?", *EIB 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**

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

Guangyan Liu, *Expected in 2017*: **Capability-upgrading by Chinese subsidiaries in Belgium.**

## **PHD JURY MEMBERSHIPS**

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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**

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

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 on PhD dissertation on **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**

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Academic Director of the **M1 Strategy Course** (Tronc Commun, 600 students),  
Toulouse Business School.

Academic Director of the **MSc in Management Sciences**, Solvay Brussels School.

President of **MSc Jury in Strategy**, Solvay Brussels School

## **TEACHING**

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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 *Managing Innovation*
- 6) MBA core course *Managing Innovation* (Solvay-Ponts MBA in Paris)
- 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**

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- Director of 6 Exec MSc Students (Toulouse Business School)
- Director of Delta project on Entrepreneurship (Toulouse Business School)
- Director of 65 MSc students (Solvay Brussels School of Econ & Management)
- President of Jury in Strategy, Entrepreneurship & Innovation for 150 students
- Director of MSc student at University of London
- Director of 5 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**

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

## **EXTRA-CURRICULAR ACTIVITIES**

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- 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://verenigingen.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** 2002-2003  
Representative of foreign doctoral students (+- 100)
  - *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, became co-trainer*