



KOEN H. HEIMERIKS Ph.D

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EMPLOYMENT & POSITIONS

2008 (06)	Visiting scholar, Tepper School of Business, Carnegie Mellon University , Center for Organizational Learning, Innovation and Performance, Pittsburgh, United States.
2007-	Assistant Professor of Strategy, Rotterdam School of Management , Erasmus University, the Netherlands.
2005-07	Assistant Professor of Strategy, Copenhagen Business School , Center for Strategic Management & Globalization, Denmark.
2003-04	Strategy Consultant, Strategy Academy and Strategy Works , the Netherlands.
2001-03	Ph.D student and Research Project Coordinator, Eindhoven University of Technology , the Netherlands.
2000-01	Management Consultant, Twynstra Gudde , the Netherlands.

EDUCATION

2001-05	Ph.D in Business Administration, 02/2005: Eindhoven University of Technology , Faculty of Technology Management. Title: "Developing Alliance Capabilities."
1995-2000	Bachelor and Master of Science (MSc) in International Business, Faculty of Economics & Business Administration (AACSB-accredited), Maastricht University , Maastricht, the Netherlands.
1999-2000	École des Hautes Études Commerciales (HEC) , Lausanne, Switzerland.
1998-99	Master thesis in cooperation with KPMG 'Mention Cum laude'.
1999	Internship at PriceWaterhouseCoopers , Management Consultancy, Corporate & Operations Strategy, Utrecht, the Netherlands.

PUBLICATIONS

- Manifestations of higher-order routines: the underlying mechanisms of deliberate learning in the context of post-acquisition integration. **Academy of Management Journal**, Forthcoming (author sequence K. Heimeriks, M. Schijven).
- Microfoundations of routines and capabilities: individuals, processes, and structure. **Journal of Management Studies**, Forthcoming (author sequence T. Felin, N. Foss, K. Heimeriks, T. Madsen).
- A Hegelian dialogue on the microfoundations of organizational routines and capabilities: thesis and antithesis. **European Management Review**, 2012, 9(1), Forthcoming (author sequence N. Foss, K. Heimeriks, S. Winter).
- Confident or competent? How to avoid superstitious learning in alliance portfolios. **Long Range Planning** 2010, 43(1): 57-84 (single-authored).
- Superstition undermines alliances. **Harvard Business Review**, Forethought, 2009, 87(4): 20-21 (single-authored).
- Building capabilities for alliance portfolios. **Long Range Planning**, 2009, 42(1) (author sequence K. Heimeriks, E. Klijn, and J.J. Reuer).
- The secrets of successful acquisitions. **Sloan Management Review**, Business Insight (WSJ), 2008, R9: September 2008 (author sequence K. Heimeriks, S. Gates, and M. Zollo).
- An exploratory study of learning mechanisms and differential performance effects in alliance portfolios. **Strategic Organization**, 2007, 5(4): 373-408 (author sequence K. Heimeriks, G.M. Duysters, and W. Vanhaverbeke).

- Alliance capability as mediator between experience and alliance performance: an empirical investigation into the alliance capability development process. **Journal of Management Studies**, 2007, 44(1): 25-49 (author sequence K. Heimeriks, G. Duysters)

WORK IN PROGRESS

- Alliance portfolio complexity and alliance portfolio performance: the moderating effect of alliance experience and capability. R&R (author sequence E. Meyer, B. Lokshin, G. Duysters, A. Sabidussi, K. Heimeriks).
- Dr. Jekyll and Mr. Hyde: the dual effect of codification on alliance portfolio performance. Under review (author sequence K. Heimeriks, Bingham C).
- Concurrent learning: how firms create multiple corporate development activities in parallel. Under review (author sequence C. Bingham, K. Heimeriks, M. Schijven).
- Dynamic capabilities and mergers success: a laboratory experiment. Under review (author sequence J. Wollersheim, K. Heimeriks).
- Mastering serial acquisitions: How Dow nurtures repeated acquisition success. Work in progress (author sequence K. Heimeriks, C. Bingham, M. Schijven)

BOOKS, CASE STUDIES, PROCEEDINGS

- Dow's acquisition program. **Ivey Publishing** 2010, case studies (author sequence: K. Heimeriks, S. Gates). * *Case nominated as Finalist for the 2010 Decision Sciences Institute's Best Teaching Case, San Diego.*
- Relational quality, alliance capability, and alliance performance: an integrated framework. **Advances in Applied Business Strategy**, Elsevier: Oxford, Sanchez R, Heene A (eds), Vol. 12, 2010 (author sequence: K. Heimeriks, M. Schreiner).
- Developing alliance capabilities. **Palgrave MacMillan**: New York, 2008 (ISBN-13: 978-0-230-20169-9) (single-authored).
- Developing alliance capabilities in a new era. In **Advances in Applied Business Strategy**, Vol. 8, Competence Perspectives on Managing Interfirm Interactions, Sanchez R, Heene A (eds). 2005. Elsevier: Oxford: 151-167 (author sequence: G. Duysters, K. Heimeriks).
- A study into the alliance capability development process. In **Research in Competence Management**, Vol. 3, A Focused Issue on Understanding Growth: Entrepreneurship, Innovation and Diversification Sanchez R, Heene A (eds). 2005. Elsevier: Amsterdam: 261-281 (author sequence: K. Heimeriks, G. Duysters)

HONORS AND AWARDS

- **Finalist** for the 2010 Decision Sciences Institute's Best Teaching Case, San Diego, 11/2010.
- **BPS Distinguished Paper Award**, Nominee Glueck Award, Academy of Management, BPS division, 08/2009.
- **Best Reviewer Award**, Academy of Management 2007, Business Policy and Strategy Division, Philadelphia, 08/2007
- **Teacher of the Year, Copenhagen Business School**, Award for Excellence in Teaching 2006-2007, 3/2007
- **Best European CEMS Course of the Year**, CEMS core course MIM program, Copenhagen Business School, Best out of 100 courses in Europe, 12/2006
- **Sumantra Ghoshal Research and Practice Award**, Academy of Management 2005, Business Policy and Strategy Division, Honolulu, Hawaii, 08/2005

TEACHING

Courses taught at the Rotterdam School of Management and Copenhagen Business School:

- "International strategy" (developed new Master CEMS core course), 2005-07 (CBS) and 2009- (RSM)
* Nominated for Best European Course of the Year 2007, CEMS program
- "Managing interorganizational strategies", Master elective Strategy, 2009-
- "Strategy formation and implementation", Master General Management, 2008-09
- "Bachelor thesis projects", Bachelor, 2007-09
- "Business projects", Bachelor, 2007-08
- "Strategy projects", Full-time MBA, 2006-07
- "Managing alliances and networks", Strategy course Executive MBA, 02/2007
- "International management of interfirm cooperation", developed new CEMS elective, 2006-07
- "Strategic management", Master course, 2005-07
- "Foundations of strategy", Master course, 2005-07
* Honoured with Excellent Teaching Performance
- "Advanced course in strategic management", PhD course (with C. Baden-Fuller, N. Foss, T. Andersen, R. Bettis), 12/2006
- "Theoretical foundations for international management", PhD course (with N. Foss, T. Pedersen, B. Pedersen), 10/2006
- "Theory of Strategic Alliances: Fundamentals and State of the Art", developed new PhD course (with Jeffrey J. Reuer, University of North Carolina), 01/2006.

PROFESSIONAL SERVICE

PhD committees

Thomas Botker Mortensen (SDU, Denmark), Sofie Verbieren (KU Leuven, Belgium).

Editorial board member

Organization Science, Journal of Management.

Ad-hoc reviewer

Academy of Management Journal, Journal of Management Studies, Journal of Economic Geography, Journal of International Business Studies, Long Range Planning, Organization Studies, Research Policy, Strategic Management Journal.

Leadership roles and Nominations

Nomination for Associate Program Chair, Strategic Management Society, Knowledge & Innovation Interest Group, 2010 (together with Gabriel Szulanski), Nomination for Rep-at-Large, Strategic Management Society, Knowledge & Innovation Interest Group, 2011 (no outcome yet).

Publisher reviews

Sage Publishers, Oxford University Press.

Academic memberships

Strategic Management Society, Academy of Management (BPS, OMT), INFORMS Organization Science, Academy of International Business, European Academy of Management.

Professional affiliations

The Conference Board, Association of Strategic Alliance Professionals.

Organized Conferences and Workshops

Conference organizer 'Towards the micro-level origins of organizational routines and capabilities' conference 6/2009 (with N. Foss, S. Winter, M. Zollo); 'Barriers to Knowledge Transfer' 6/2007 (with L. Argote; G. Szulanski); Copenhagen Conference on Strategic Management 12/2006 (with N. Foss, T. Pedersen, T. Andersen).

Co-program Chair Organization Science Winter Conference, 2/2008- (co-program chair with L. Argote, R. Burton, D. Levinthal, A. Lewin).

Symposium organizer OSWC 2/2011 Panel on Organizing to Memorize (with Chris Bingham, Kyle Lewis, Christina Fang); AoM 8/2011 PDW on Alliance Portfolio Management (with Pinar Ozcan); AoM 8/2011 PDW on Implementing Micro-Origins Research (with Teppo Felin); AoM 8/2007 PDW on Alliance Portfolio Performance; Symposium AIB 6/2007 on Multilevel Issues in Alliance Research. Professional Development Workshop AoM 8/2006 on Alliance Portfolios Research (with T. Dacin, W. Hoffmann, P. Kale, J. Reuer, F. Rothaermel, M. Schreiner); Copenhagen Conference on Strategic Management 12/2006, Panel session on Strategic Alliances, (with Y. Doz, M. Lyles).

Organizer Seminar Series Speakers: Jeff Reuer (UNC), Mark de Rond (Cambridge), Giovanni Gavetti (HBS), Louise Mors (MIT), Joe Mahoney (Illinois), J-F Hennart (Tilburg), Bruce Kogut (INSEAD), Javier Gimeno (INSEAD), Linda Argote (Carnegie Mellon), Harry Barkema (Tilburg University), Paul Vlaar (Vrije Universiteit), Glenn Hoetker (Illinois), Gabriel Szulanski (INSEAD); Glenn Hoetker (Illinois at Urbana-Champaign), John Halebian (Georgia), Brian Pentland (Michigan State), Martin Schultz (Sauder, UBC), and Tomi Laamanen (St. Gallen).

CONFERENCE PRESENTATIONS

“Dr. Jekyll and Mr. Hyde: the dual effect of codification on alliance portfolio performance”, paper presented at:

- ETH Zurich, Switzerland, invited seminar, 12/2011.
- EPFL Lausanne, Switzerland, invited seminar, 12/2011.
- Academy of Management, San Antonio, United States, 8/2011.
- IESE Barcelona, Spain, invited seminar, 3/2011.
- University of Michigan, Ann Arbor, invited seminar (ICOS series), United States, 1/2010.

“Acquisition integration and routine change: a laboratory experiment”, paper presented at:

- Academy of Management, San Antonio, United States, 8/2011.
- Organization Science Winter Conference XVII, Steamboat, United States, 2/2011.

“A comparative review of the resource-, capability-, and evolutionary theories”, paper presented at:

- Organization Science Winter Conference XVI, Steamboat, United States, 2/2010.
- Academy of Management, Montreal, United States, 8/2010.

“Caution or causation: the underlying mechanism of deliberate learning in post-acquisition integration” *, paper presented at:

* Awarded the BPS Best Paper Award (Nominated for Glueck Award), August, 2009.

- Aalto University, Helsinki, Finland, invited seminar, 6/2010.
- Academy of Management, Chicago, United States, 8/2009.
- Organization Science Winter Conference XV, Steamboat, United States, 2/2009.

“The emergence of acquisition capabilities: initial insights from a case study”, Opening panel with Maurizio Zollo (Bocconi) and Oliver Gottschalk (HEC Paris) at:

- Organization Science Winter Conference XV, Steamboat, United States, 2/2009.
- Strategic Management Society, Cologne, Germany, 10/2008.

“Land in sight! On experiential and deliberate learning effects in international strategic alliances”, paper presented at:

- Cass Business School, London, United Kingdom, invited seminar, 12/2009.
- University of Southern Denmark, Odense, Denmark, invited seminar, 12/2008.
- Academy of Management, Anaheim, United States, 2/2008.
- Carnegie Mellon University, Pittsburgh, United States, invited seminar, 6/2008.
- NHH, Bergen, Norway, Invited seminar, 11/2007.
- Strategic Management Society, San Diego, United States, 10/2007.
- Copenhagen Conference on Strategic Management, Copenhagen, Denmark, 12/2006.

“On firm-specific sources of above-average acquisition performance”, paper presented at:

- Organization Science Winter Conference XIII, Steamboat, United States, 2/2007.

- European Academy of Management, Paris, France, 5/2007.

“Panel session: ‘Strategic Alliances’”, Panel participation with Yves Doz and Marjorie Lyles at 2nd Copenhagen Conference on Strategic Management, Copenhagen Business School, Copenhagen, Denmark, 12/2006.

“On differential learning effects in alliance portfolios”, Paper presented at:

- Strategic Management Society, Vienna, Austria, 10/2006.
- Academy of Management Conference, Atlanta, United States, 8/2006,
- DRUID Summer Conference, Copenhagen, Denmark, 6/2006.
- ‘Micro foundations of Organizational Capabilities and Knowledge Processes’, Copenhagen Business School, Copenhagen, Denmark, 12/2005.

“Research incubator on alliance portfolios: towards a next generation of alliance theory and empirical testing”, Professional Development Workshop, co-organized with Melanie Schreiner (Uni. of Konstanz), with Jeff Reuer, Prashant Kale, Werner Hoffmann, Tina Dacin, Frank Rothaermel, the Academy of Management Conference, Atlanta, United States, 8/2006.

“Developing alliance capabilities: an empirical study”*, paper presented at:

* Awarded the Sumantra Ghoshal Research and Practice Award, August, 2005.

- College on Organization Science, INFORMS, San Francisco, United States, 11/2005 (invited).
- Strategic Management Society, Orlando, Florida, United States, 10/2005.
- Academy of Management Conference, Honolulu, Hawaii, 8/2005.
- International Conference on Competence-Based Management, Antwerp University, Belgium, 6/2005.

“Alliance capability as a mediator between alliance experience and performance: an empirical study”

- College on Organization Science Fall Conference on Competitive Heterogeneity, Tuck School of Business, Dartmouth College, 11/2004.
- Organization Science Winter Conference X, Steamboat, Colorado, United States, 2/2004.
- Strategic Management Society, Baltimore, Maryland, United States, 11/2003.

“Alliance capabilities- How can firms improve their alliance performance?”,

- Organization Science Winter Conference IX, Steamboat, Colorado, United States, 2/2003.
- International Conference on Competence-Based Management, IMD, Lausanne, Switzerland, 10/2002.
- Strategic Management Society Mini-Conference, Rotterdam School of Management, Rotterdam, the Netherlands, 8/2002.

“The influence of relational quality and alliance capacity on alliance performance: a conceptual framework”, paper presented at the Strategic Management Society, Paris, France, 9/2002.

CONSULTANCY PROJECTS (SELECTED)

Sales synergy tracking project, **Corporate M&A office Philips**, Amsterdam, the Netherlands, 2011-

Project for Ministry of Economic Affairs investigating the ICT innovation position of the Netherlands, 2003-04

EC project **SMART** (System for the development, management and support of strategic alliances), identifying critical success factors in different phases of alliance life-cycle for European companies, 2002-03

KLICIT, Supervising and directing cooperation and network formation between leading firms in the poultry business, 2001-02

Consulting project for two multinational firms initiating joint product development project, 2000-01

PROFESSIONAL PRESENTATIONS

“Revealing the secrets of master acquirers”, Company visit and presentation at headquarters Dow Chemical, Midland, MI, 11/2009.

“How do firms develop alliance capabilities”

- Keynote at Association of Strategic Alliance Professionals (ASAP Scandinavia chapter), Copenhagen, Denmark, 11/2006.
- Microsoft, Business Development Group, Hellerup, Denmark, 11/2006.

“The State of Alliance Management, The effect of alliance management tools and processes on alliance success”, presentation at the Association of Strategic Alliance Professionals (ASAP) Summit, Chicago, United States, 3/2002.

EXTRA-CURRICULAR ACTIVITIES

- Co-initiator of student golf membership at ‘De Zuid Limburgse’, Wittem.
 - Member of student’s fraternity Tragos, Maastricht, the Netherlands.
 - Sports: big-mountain, alpine and (heli-)skiing, (ski-)mountaineering (Wildspitze, 3770m, Piz Palu, 3905), golf (hcp. 21.0), fitness, running.
 - Music: tenor and baritone sax, clarinet.
 - Miscellaneous: reading, going out for dinner.
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LANGUAGES

Dutch (mother tongue), English (fluent), French (advanced), German (basic).

REFERENCES

Available on request.
