**FREEK VERMEULEN**

London business school • strategy and entrepreneurship

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# ACADEMIC POSITIONS

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| 2018 – present  2021 – 2022  2018 – 2020 | Full Professor of Strategy and Entrepreneurship, London Business School  Director of Strategy, London Business School  Subject Area Chair, Department of Strategy and Entrepreneurship, London Business School   * Management Board * Executive Education Committee * Elective Planning Group * Appointments Committee |
| 2017 – 2020 | Board Member, Governing Body, London Business School |
| 2015 – 2017 | Term Chair Associate Professor of Strategy and Entrepreneurship, London Business School |
| 2006 – 2018 | Associate Professor of Strategy and Entrepreneurship, London Business School |
| 2014 – 2015 | Visiting Professor, University of Cape Town Graduate School of Business |
| 2008 – 2009 | Visiting Professor, Erasmus Rotterdam School of Management |
| 2003 – 2006 | Associate Professor of Strategic and International Management (untenured), London Business School |
| 2000 – 2003 | Assistant Professor of Strategic and International Management, London Business School |
| 1999 – 2000 | Postdoctoral Research Fellow, Department of Business Administration, Tilburg University, the Netherlands (+ part-time Management Consultant) |
| 1994 – 1999 | Doctoral Candidate, Department of Business Administration, Tilburg University, the Netherlands |
| 1990 – 1993 | Research and Teaching Assistant, Department of Business Administration, Tilburg University, the Netherlands |
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# EDUCATION

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| Ph.D. | 2009 – 2010 | Utrecht University (the Netherlands), adviser: Sandra Schruijer  Subject: Organisation Science  Dissertation: “Imitation” |
| Ph.D.  (cum laude) | 1994 – 1999 | Tilburg University (the Netherlands), adviser Harry Barkema  Subject: Strategic Management  Dissertation: “Shifting Ground: Studies on the Intersection of Organizational Expansion, Internationalization, and Learning” |
| M.A. | 1988 – 1994 | Tilburg University, Faculty of Economics  Subject: Business Administration |
| M.A. | 1990 – 1994 | Tilburg University, Faculty of Social Sciences  Subject: Policy and Organization Studies |
| Gymnasium | 1982 – 1988 | Vught, the Netherlands |

## ACADEMIC PUBLICATIONS

### **I. Publications**

Li, X. & Vermeulen, F. 2021. High risk, low return (and vice versa): The effect of new product introductions on firm performance in a transition economy. Academy of Management Journal.

Ody-Brasier, A. & Vermeulen, F. 2020. Who gets punished most for challenging the status quo? Academy of Management Journal.

Vermeulen, F. 2018. A basic theory of inheritance: How bad practice prevails. Strategic Management Journal.

Hsieh, K. & Vermeulen, F. 2014. Following suit? How competition between one’s rivals influences imitative market entry. Organization Science.

Ody-Brasier, A. & Vermeulen, F. 2014. The price you pay: Price-setting as a response to norm violations in the market for Champagne grapes. Administrative Science Quarterly.

Stan, M., & Vermeulen, F. 2013. Selection at the gate: Difficult cases, spill-overs, and organizational learning. Organization Science.

(Winner of the 2014 INFORMS/ISA Best Paper Prize)

Vermeulen, F. 2007. “I shall not remain insignificant”: Adding a second loop to matter more. Academy of Management Journal.

Vermeulen, F. 2005. On rigor and relevance: Fostering dialectic progress in management research. Academy of Management Journal.

Gibson, C. & Vermeulen, F. 2003. A healthy divide: Subgroups as a stimulus for team learning behavior. Administrative Science Quarterly.

Vermeulen, F. & Barkema, H.G. 2002. Pace, rhythm, and scope: Process dependence in building a profitable multinational corporation. Strategic Management Journal.

Vermeulen, F. & Barkema, H.G. 2001. Learning through acquisitions. Academy of Management Journal.

Vermeulen, F. 2000. Book review: Clegg, S.R., Ibarra-Colado, E., & Bueno-Rodriquez, L. Global management. Universal theories and local realities. Organization Studies.

Barkema, H.G. & Vermeulen, F. 1998. International expansion through start-up or acquisition: A learning perspective. Academy of Management Journal.

(Winner of the Academy of Management Journal Best Paper Award)

Barkema, H.G., Shenkar, O., Vermeulen, F., & Bell, J.H.J. 1997. Working abroad, working with others: How firms learn to operate international joint ventures. Academy of Management Journal.

Barkema, H.G. & Vermeulen, F. 1997. What cultural differences are detrimental for international joint ventures? Journal of International Business Studies.

### **II. Working Papers**

Li, X. & Vermeulen, F. A legacy of war: Explaining the localized emergence of hybrid drugs in the Traditional Chinese Medicine industry (paper presented at various conferences and seminars)

Cotter-Salvado, J. & Vermeulen, F. Do financial markets value management speak? (paper presented at various conferences)

Cotter-Salvado, J. & Vermeulen, F. Acquisitions and the visual representation of strategy. (paper presented at various conferences)

Ody-Brasier, A. & Vermeulen, F. Some organizational antecedents of evil. (paper presented in several academic seminars)

Ding, Y. Vermeulen, F. Institutional investors and organizational autonomy. (paper presented at various conferences)

Vermeulen, F., & Ding, Y. Do executives use their corporate jets to go provide private information to investors? (paper presented at various conferences)

Li, X., Dahlander, L., & Vermeulen, F. Variance-induced perception bias.

## MANAGERIAL PUBLICATIONS

##### I. Practitioner Outlets

Alemany, L. & Vermeulen, F. 2023. Disability as a source of competitive advantage. Harvard Business Review. (July-August issue)

Markides, C. & Vermeulen, F. 2023. Have companies become too specialized? Harvard Business Review, online article

Vermeulen, F. & Ody-Brasier, A. 2020. Which firms are allowed to be disruptors? Harvard Business Review, online article.

Vermeulen, F. 2019. Companies don’t always need a purpose beyond profit. Harvard Business Review, online article.

Vermeulen, F. 2018. How Capitec became South Africa’s biggest bank. Harvard Business Review, online article.

Cable, D & Vermeulen, F. 2018. Making work meaningful: A leader’s guide. McKinsey Quarterly, (October issue).

Vermeulen, F. 2018. Many strategies fail because they’re not actually strategies. Harvard Business Review, online article.

Vermeulen, F. & Sivanathan, N. 2017. Stop doubling down on your failing strategy. Harvard Business Review, (November issue).

Vermeulen, F. 2017. What so many strategists get wrong about digital disruption. Harvard Business Review, online article.

Vermeulen, F. 2016. Stop comparing management to sports. Harvard Business Review, online article.

Cable D. & Vermeulen, F. 2016. Stop paying executives for performance. Harvard Business Review, online article.

Vermeulen, F. 2015. Five strategy questions every leader should make time for. Harvard Business Review, online article.

Vermeulen, F. 2015. Three reasons why managers don’t know what they’re doing. Business Strategy Review.

Vermeulen, F. 2015. Three steps to break out in a tired industry. Harvard Business Review, online article.

Vermeulen, F. 2014. What happens when all employees work when they feel like it? Harvard Business Review, online article.

Vermeulen, F. 2014. The two questions every manager must ask. Harvard Business Review, online article.

Vermeulen, F. 2013. You can win without differentiation. Harvard Business Review, online article.

Vermeulen, F. 2013. How to let 999 flowers die. Strategy+Business, Autumn issue.

Vermeulen, F. 2013. Beware the sirens of management pseudo-science. Harvard Business Review, online article.

Vermeulen, F. 2013. How would you define ‘a great company’? Strategy+Business*,* online article.

Vermeulen, F.,  Zaman, A. 2013. Big acquisitions can fall apart over tiny details. Harvard Business Review*,* online article.

Vermeulen, F. 2013. Corporate strategy is a fool's errand. Harvard Business Review*,* online article.

Vermeulen, F. 2012. Which best practice is ruining your business? Harvard Business Review*,* online article.

Vermeulen, F. 2012. Strategy is the story. Business Strategy Review. July issue.

Vermeulen, F. 2012. So, you think you have a strategy? European Business Review. January issue.

Vermeulen, F. 2011. Cutting business myths down to size. Business Strategy Review. January issue.

Vermeulen, F. 2010. The case for work/life programs. Harvard Business Review in point, May issue.

Vermeulen, F., Puranam, P., & Gulati, R. 2010. Change for change’s sake. Harvard Business Review*,* June issue.

Vermeulen, F. 2007. Wall Street Journal/Sloan Management Review, Bad deals: Eight warning signs that an acquisition may not pay off.

Vermeulen, F. 2005. How acquisitions can revitalize companies. Sloan Management Review, 46: 45-51. Reprinted in PKU Business Review (in Chinese)

##### II. Books

Vermeulen, F. 2017. Breaking Bad Habits: Defy industry norms and reinvigorate your business. Harvard Business Review Press (November)

* Paperback published in 2018
* Audiobook
* Translations in Arabic, Dutch, Indonesian, Russian

Vermeulen, F. 2010. Business Exposed: The naked truth about what really goes on in the world of business. FT Prentice Hall.

* Translated in Chinese, Dutch, Japanese, Korean, Russian
* Business Book of the Month, WHSmith
* Nominated for Business Book of the Year (the Netherlands)
* Reviewed in Business Strategy Review, the Economist, Director Magazine, People Matters, TopMBA, Meuse-Rhine Journal, Educators’ Digest, Management & Literatuur (in Dutch), Intermediair (in Dutch), among others
* Best-seller and fastest-selling book on Kindle in Japan
* Paperback in Japanese, 2018

***III. Blogs and Columns***

Vermeulen, F. Monthly column in Management Team (in Dutch): May 2013, June 2013, July 2013, August 2013, September 2013, October 2013, November 2013, December 2013, January, 2014, February 2014, March 2014, April, 2014, May 2014, June 2014, July 2014, August 2014

Vermeulen, F. 2010–2018. Business Blog. Forbes.

http://blogs.forbes.com/freekvermeulen/

Vermeulen, F. 2008–2009. Strategy Freek. Business Blog. Harvard Business Review. http://blogs.harvardbusiness.org/vermeulen/

* Voted Top50 Best Business Blogs (worldwide) by Strategist News
* Voted Top100 Best Blogs for MBAs by Graduate Degree

Vermeulen, F. 2007–2011. Freeky Business. Business Blog. http://freekvermeulen.blogspot.com/ hits: >100,000

* Voted Top100 Awesome Blogs for your Business Education
* Voted Top50 Business Professor Blogs

Vermeulen, F. 2011–2012. Strategyprofs.net Strategy Blog (with Russ Coff, Teppo Felin, Karim Lakhani, Steve Postrell, & Mike Ryall) http://strategyprofs.wordpress.com/

#### *TEACHING AND CURRICULUM DEVELOPMENT*

***I. London Business School Course Development***

* Elective: Strategies for Growth and Transformation (current)
* Elective: Entrepreneurial Mind-set (current)
* Redesigned the core Strategy course for MBA students, 2001; 2013
* Developed or co-developed several core courses taught by the department of Strategic & International Management (e.g. Strategic Management; Capstone; Mergers, Acquisitions & Alliances; Knowledge Management), various years.
* Various PhD courses (Knowledge Management; Research Methods; Corporate Strategy; Sociological Foundations of Strategy; Behavioural Foundations of Strategy)
* Trained various junior faculty members to standardise and deliver various core courses in the MBA and EMBA programmes.
* Responsible for all teaching-related affairs in the department of Strategic & International Management, 2007-2009.
* MBA Core Curriculum Review Committee, 2017.

## II. Teaching Cases & Materials

Royal Philips: Transformation, 2021

* LBS teaching case
* Company video
* Teaching note

Capitec: Creating “the best bank in the world”, 2017 + Capitec B, 2019

* LBS teaching case; HBSP case 2018
* Company video

citizenM, 2015

* LBS teaching case; HBSP case 2018
* Company video

Eden McCallum: Consulting Redefined, 2016

* LBS teaching case, 2015; HBSP case 2018
* Company video

LaTrappe Brewery, 2014

* LBS teaching case; HBSP case 2018
* Company video

McKinsey & Co (with Lisa Duke), 2013

* LBS teaching case

Oticon A (with Bjorn Lovas), B, C (with Lisa Duke), 2013

* LBS teaching cases

Nespresso A, B (with Lisa Duke), 2013

* LBS teaching cases

Swatch (with Lisa Duke), 2013

* LBS teaching case

Sadler’s Wells theatre: Balancing exploration and exploitation, 2006

* Teaching case - ECCH Case No. 309-126-1
* Company video

Intel A: Exploration & Intel B: Exploitation, 2006 + Intel C, 2019

* Teaching cases

Hornby Plc.: Building communities, 2005 + Hornby C, 2019

* Teaching case - ECCH Case No. 307-147-1
* [Company](http://www.ecch.com/casesearch/product_details.cfm?id=72401) video
* [Teaching note](http://www.ecch.com/casesearch/product_details.cfm?id=72400)

Bisque Ltd.: Growing a firm, 2005

* Teaching case - ECCH Case Nos. 307-163-8, 307-164-1, 307-165-1, 307166-1
* [Company](http://www.ecch.com/casesearch/product_details.cfm?id=72890) video
* [Teaching note](http://www.ecch.com/casesearch/product_details.cfm?id=72889)

Union Carbide in Bhopal, 2005 + Union Carbide B, 2015

* Teaching case - ECCH Case No. 307-174-1
* [Teaching note](http://www.ecch.com/casesearch/product_details.cfm?id=72911)

Heineken: International growth and acquisitions, 2004

* Teaching case - ECCH Case No. 307-168-1
* [Teaching note](http://www.ecch.com/casesearch/product_details.cfm?id=72898)

Royal Ahold: International growth and acquisitions, 2004

* Teaching case - ECCH Case No. 307-169-1
* [Teaching note](http://www.ecch.com/casesearch/product_details.cfm?id=72900)

## III. London Business School Teaching

* Degree programmes core courses: Strategy (MBA, EMBA Global); Understanding General Management (MBA, EMBA); Capstone (MBA, EMBA)
* Degree programme electives: Strategies for Growth & Transformation; Mergers, Acquisitions & Alliances; Entrepreneurial Mindset
* PhD courses: Knowledge Management; Corporate Strategy, Sociological Foundations of Strategy; Behavioural Foundations of Strategy
* Executive Education, open programmes: Accelerated Development Programme; Emerging Leaders Programme; Executive Workout: Making Strategy Happen; Developing Strategy for Value Creation; Market Driving Strategies; Executing Strategy for Results
* Executive Education, custom programmes: Czarnikow, EDS, Edward Jones, IBM, KPMG UK, KPMG Denmark, KPMG Ireland, Lloyd’s, Lufthansa, Maersk, Novartis, PepsiCo, PwC, Roche, SaraLee, Telenor, Toshiba, TV2, Vodafone
* Executive Education, freelance: ABN-Amro (Netherlands), ALK (UK) BrainLab (Germany), British Petroleum (UK), Coloplast (Denmark), Fiat Corporation (UK), IBS (Russia), KPMG (UK), N&W Vending Machines (Italy), Pictet (Switzerland), PwC (UK), ReedElsevier (UK), Ruukki (Finland), SHV Gas (Netherlands), The Berkeley Partnership (UK), ThyssenKrupp (Germany)

## KEYNOTE SPEECHES

Aedes (the Netherlands), Altadis (France), Angelini Group (Italy), Asset (the Netherlands), Barclays (UK), Big Bus Company (UK): ETSA (Belgium), Benchmark for Business (UK), Blackline (UK); Bosch (Turkey), Cambridge University Press (UK); Confinn (Finland; Latvia), Cordys (the Netherlands), Cosmote (Greece), Credit Suisse (Switzerland), CWS (UK), Daily Mail Global Trust (UK), Danish Center for Leadership (Denmark), EFG (UK), Eden McCallum (UK); EFG (UK); Ernst & Young (France, Italy), Exponent (UK); Festo (Italy); Galderma (Sweden), GE (Germany), GE (Switzerland), Generali (Italy); Gjensidige (Norway); Goldman Sachs (UK), iGate (UK), Implement (Denmark), Innotown (Norway), INREV (Netherlands), Ibec (Ireland), Irish Management Institute (Ireland), l’Oreal (France), Linklaters (UK), Lufthansa (Germany), Lundbeck (Denmark), Man Group (UK), Nykredit (Denmark), OTP Bank (Hungary), Penna (UK), PerCapita (Estonia), Pictet (UK), Prologis (the Netherlands), PwC Advisory (UK), PwC Tax (UK), PwC Tax (Spain), PwC Audit (UK), Prologis (the Netherlands), PwC HR (France), Ricardo (Italy); RKW Group (Saoudi Arabia); QBE (Australia), Q-Med (UK), Reed Business Information (UK), Sage (UK); SIDF (Saudi Arabia); Sonae (Portugal), Soysal (Turkey), SPAR International (the Netherlands), STAR Management (Netherlands), Stellantis (Germany); Swissotel (Turkey), Trendship (the Netherlands), TSA (UK), 3B (Belgium), UFI CEO Forum (Turkey), Vorwerk (Germany), Wiener Strategy Forum (Austria), World Gold Council (UK); YPO (US), Zwitserleven (the Netherlands)

## PROFESSIONAL ACTIVITIES

### **I. Ph.D. Committees**

Amandine Ody-Brassier – Advisor (placed at Yale)

Kai-Yu Hsieh – Advisor (placed at the National University of Singapore)

Xu Li – Advisor (placed at the European School of Management and Technology, Berlin)

Joao Cotter Salvado – Advisor (placed at Catolica, Lisbon)

Yijia Ding – Advisor

Nina Teng – Advisor (current)

Ramon Lecuona – Committee member (placed at Duke)

Marko Coh – Committee member (placed at London School of Economics)

Onal Vural – Committee member (placed at Institute Impresa)

Bart Vanneste – Committee member (placed at INSEAD)

Felipe Monteiro – Committee member (placed at Wharton)

Tiemin Wang – Committee member (placed at Tsinghua University)

Michelle Rogan – Committee member (placed at INSEAD)

Marlo Raveendran – Committee member (placed at University of California, Riverside)

### **II. Board Memberships**

Editorial Board Member of the Academy of Management Journal (1999 – 2019)

Editorial Board Member of the European Management Review (2005 – 2022)

Editorial Board Member of the Strategic Management Journal (2010 – 2023)

Editorial Board Member of Strategy Science (2014 – current)

Editorial Board Member of Organization Science (2007 – 2023)

Editorial Board Member of Strategic Organization (2005 – 2010)

Member of the Advisory Council of the Academy of Management Journal (2004 – 2007)

Representative at Large, Strategic Management Society, Corporate Strategy & Governance Interest Group (2005 – 2007)

## AWARDS

### **I. Research Awards**

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| 2015 | Theory-to-Practice Award, Vienna University of Economics and Business (inaugural winner) |
| 2015 | London Business School Term Chair |
| 2014 | INFORMS/ISA 2013 Best Paper Prize |
| 2012 | Outstanding Reviewer Award, the Editorial Board of the Academy of Management Journal, 2011-2012 |
| 2009 | Outstanding Reviewer Award, the Editorial Board of the Academy of Management Journal, 2008-2009 |
| 2008 | Outstanding Reviewer Award, the Editorial Board of the Academy of Management Journal, 2007-2008 |
| 2007 | Outstanding Reviewer Award, the Editorial Board of the Academy of Management Journal, 2006-2007 |
| 2006 | Outstanding Reviewer Award, the Editorial Board of the Academy of Management Journal, 2005-2006 |
| 2005 | Outstanding Reviewer Award, the Editorial Board of the Academy of Management Journal, 2004-2005 |
| 2004 | Outstanding Reviewer Award, the Editorial Board of the Academy of Management Journal, 2003-2004 |
| 2000 | Honourable Mention, Royal Dutch Society of Political Economy, as one of the four best dissertations in the Social Sciences in The Netherlands, 1998-2000 |
| 1999 | Academy of Management Journal 1998 Best Paper Award |
| 1999 | Ph.D. awarded Cum Laude, Tilburg University |

### **II. Teaching Awards**

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| 2008 | London Business School Excellence in Teaching Award |
| 2005 | London Business School Junior Faculty Teaching Award |
| 2000 | Runner-up Innovation in Learning Teaching Award (Edward Jones Programme) |
| 1998 | Best Teacher, International Business Programme, Tilburg University |
| 1997 | Best Teacher Nominee, School of Business Administration, Tilburg University |

### **III. Recognitions**

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| 2017 | Best Karaoke Solo Performance. Strategy and Entrepreneurship, Christmas dinner. |
| 2016 | Thinkers50. “On the Radar”, Emerging Thinkers list. |
| 2016 | 1st Prize, Geese Herding, Strategy and Entrepreneurship, departmental retreat. |
| 2012 | Ranked nr 1 in the Global Top 100 Web-Savvy Professors, by Best Online Universities |