

BENJAMIN GOMES-CASSERES

EDUCATION

- November 1985** HARVARD UNIVERSITY, Graduate School of Business Administration (Boston, MA). Doctor of Business Administration.
Course of Study: International Business, with sub-field concentration in Technology and Development. Thesis on when and why global firms use joint ventures abroad (“Multinational Ownership Strategies”).
Honors: Barry M. Richman Award for Best Dissertation in International Management, Academy of Management (1987).
- June 1978** PRINCETON UNIVERSITY, Woodrow Wilson School of Public and International Affairs (Princeton, NJ). Master in Public Affairs.
Course of Study: Economic policy and economic development, with courses in quantitative methods and political science.
Honors: McConnell Fellowship (1976-1977).
- June 1976** BRANDEIS UNIVERSITY (Waltham, MA). Bachelor of Arts.
Course of Study: Economics and History (double major). Honor's thesis in History (“Economic Development, Social Class, and Politics in the Caribbean: An Historical Comparison of Curaçao and Barbados, 1870-1955”).
Honors: *Summa cum laude*; Phi Beta Kappa; Highest Honors in History; Special Departmental Award for Historical Research.

PROFESSIONAL CAREER

- September 1995 to Present** BRANDEIS UNIVERSITY, International Business School (Waltham, MA), Professor of International Business;
Director of MBA Program;
Co-Director of Asper Center for Global Entrepreneurship.
Teaching: MBA courses in competitive strategy, organizations and management, alliance strategy, technology strategy, Internet business, business fundamentals, and international business. Thesis advisor to Ph.D. students. Faculty leader of *Alliance Strategy* executive program. Member of various University and School committees.
Honors: Excellence in Teaching Award (2008). Distinguished Service Awards (1996 and 1998). Visiting Scholar at MIT Sloan School of Management (2001-2002).
- October 1985 to August 1995** HARVARD UNIVERSITY, Graduate School of Business Administration (Boston, MA). Associate Professor of Business Administration (1990-1995); Assistant Professor (1985-1990). Taught seven sections of core MBA course on international political economy (1985-1988 and 1995); co-developed and taught seven sections of elective MBA course on international trade and competition (1989-1994); taught selective classes in doctoral seminars on case-method teaching and executive seminars on agribusiness, international business, and international alliances. Member of thesis and examination committees in international business; member of Faculty's Academic Performance Committee (1990-1994).
- Summer 1977 and 1978-1982** THE WORLD BANK GROUP (Washington, DC). Economist. First worked for the Bank Group as a summer intern, then joined the staff through the Young Program (YPP), and later worked as an independent consultant. Various assignments

during this period in these areas:

International Finance Corporation, Corporate Planning Department. Evaluated economic viability of IFC projects in the Caribbean and Latin America; and prepared country strategies for IFC investment.

Latin America and Caribbean Projects Department. Evaluated economic viability of water supply and sewerage projects and sector programs in Latin America.

Summer 1976 GOVERNMENT OF THE NETHERLANDS ANTILLES, Bureau of External Economic Relations (Curaçao). Economic Researcher. Evaluated options for joining regional economic groupings.

PUBLICATIONS

Books

Remix Strategy: The Three Laws of Business Combinations. Boston: Harvard Business Review Press, forthcoming in September, 2015.

Mastering Alliance Strategy: A Comprehensive Guide to Design, Management, and Organization, with James D. Bamford and Michael S. Robinson. San Francisco: Jossey-Bass, 2003.

The Alliance Revolution: The New Shape of Business Rivalry. Cambridge, MA: Harvard University Press, 1996. Now in fourth printing; two translations into Chinese.

International Trade and Competition: Cases and Notes in Strategy and Management, with David B. Yoffie, Second Edition. New York: McGraw-Hill, 1994. With *Instructor's Manual*.

The International Political Economy of Direct Foreign Investment, Vol. I & Vol. II, edited with David B. Yoffie. Aldershot, UK: Edward Elgar, 1993. With introductory essay by the authors.

Major Articles and Chapters

“Do Alliances Promote Knowledge Flows?” with Adam Jaffe and John Hagedoorn. *Journal of Financial Economics*, April 2006, Vol. 80 Issue 1, p5-33.

“How Alliances Reshape Competition,” in Oded Shenkar and Jeffrey J. Reuer, eds. *Handbook of Strategic Alliances* (Thousand Oaks, CA: Sage Publications, 2006), Chapter 3, pp. 39-54.

“Competitive Advantage in Alliance Constellations,” *Strategic Organization*, Vol. 1 (3), August 2003, pp. 327-335.

“Competing in Constellations: The Case of Fuji Xerox,” *Strategy & Business*, First Quarter, 1997, pp. 4-16.

“Alliance Clusters in Multimedia: Safety Net or Entanglement?” with Dorothy Leonard-Barton. In David B. Yoffie, ed., *Competing in the Age of Digital Convergence*. Boston: HBS Press, 1997, Chapter 9, pp. 325-369.

“Alliance Strategies of Small Firms,” *Small Business Economics*, Summer 1997, pp. 33-44. Reprinted in Zoltan J. Acs and Bernard Yeung, eds., *Small and Medium-Sized Enterprises in the Global Economy*. Ann Arbor, MI: University of Michigan Press, 1999, pp. 67-87.

“Group Versus Group: How Alliance Networks Compete,” *Harvard Business Review*, July-August, 1994, pp. 62-74. Reprinted in *HBR on Strategic Alliances* (Boston, MA: HBS Press, 2003) and in Jeffrey E. Garten, ed., *World View: Global Strategies for the New Economy* (Boston, MA: HBS Press, 2000), pp. 127-142. Excerpted in *Prevision*, a journal of the Japan Management Association Research Institute, Autumn 1995 (in Japanese).

“Small Firms in International Competition: A Challenge to Traditional Theory?” with Tomás Kohn, in Peter J. Buckley et al, eds., *International Technology Transfer by Small and Medium Sized Enterprises: Country Studies* (London: Macmillan, 1997).

“Computers: Alliances and Industry Evolution,” in David B. Yoffie, ed., *Beyond Free Trade: Firms, Governments, and Global Competition* (Boston, MA: HBS Press, 1993), pp. 79-128.

“Technology Flows and Global Competition: A Framework for Research and Management,” in S. Benjamin Prasad and Richard B. Peterson, eds., *Advances in International Comparative Management*, Vol. 7 (Greenwich, CT: JAI Press Inc., 1992), pp. 3-22.

“Firm Ownership Preferences and Host Government Restrictions: An Integrated Approach,” *Journal of International Business Studies*, First Quarter, 1990, pp. 1-22. Reprinted in *The International Political Economy of Direct Foreign Investment* (see under Books). In November 2000 awarded the “JIBS Decade Award” for most influential article in this volume.

“Joint Ventures in the Face of Global Competition,” *Sloan Management Review*, Spring, 1989, pp. 17-26.

“Ownership Structures of Foreign Subsidiaries: Theory and Evidence,” *Journal of Economic Behavior and Organization*, January, 1989, pp. 1-25. Reprinted in United Nations, *The Role of Transnational Corporations in the World Economy* (London: Routledge).

“Joint Venture Cycles: The Evolution of Ownership Strategies of U.S. MNEs: 1945-1975,” in Farok Contractor and Peter Lorange, eds., *Cooperative Strategies in International Business* (Lexington: D.C. Heath, 1988), 111-128.

“Joint Venture Instability: Is it a Problem?” *Columbia Journal of World Business*, Spring, 1987, pp. 97-102. Reprinted in *Technology Management* (Seoul, South Korea), December 1989 (in Korean).

Other Articles and Commentaries

Online articles at *Harvard Business Review*:

- “What to Expect from the Dell-EMC Deal” (October 2015);
- “Don’t Base Business Partnerships on Personal Chemistry” (October 2015);
- “Making Mergers, Acquisitions, and other Business Combinations Work,” (August 2015);
- “IBM and Apple: From Rivals to Partners in 30 Years?” (July 2014);
- “What’s Different about All These Mergers,” (June 2014);
- “2014 Will Be the Year of the Business Remix” (January 2014);
- “Yahoo, Tumblr, and the Loyalty Factor,” (May 2013);

"HP, Oracle and the False Security of Contracts" (June 2012);
 "How to Manage Multiple Partnerships" (July 2011);
 "Managing High-Stakes Partners" (June 2011);
 "A Partnership is Not a Purchase Order," (May 2011);
 "The Non-Deal Between Japan Airlines and Delta" (February 2010);
 "NUMMI: What Toyota learned and GM didn't (September 2009);
 "Outsourcing: Where do you draw the line?" (August, 2009).

"The Three Laws of Business Combinations: How to Create Value by Remixing Assets," *Strategy & Leadership*, October 2015 (Vol. 43, No. 5), pp. 18-23.

"Why Mergers Are Booming," *PBS NewsHour Making Sense*, October 5, 2015.

"Vendor or Partner?" *Outsourcing Venture Management*, Quarter 3, 2006.

"Can AOL and Google Marriage Work?" *Providence Journal*, December 22, 2005.

"Outsource, Don't Abdicate," *CIO Magazine*, October 2005.

"Alliance Strategy: Managing Beyond the Alliance," *CriticalEYE*, June-August 2004, pp. 4-8.

"Competing in Alliance Constellations: A Primer for Managers," in Michael A. Trick, ed., *Global Corporate Evolution*, Carnegie Bosch Institute 6th International Conference (Pittsburgh, PA: Carnegie Mellon University Press, 2004)

"Managing Co-Development Projects: Strategic Alliance or Alliance Strategy?" *Product Development Best Practices Report*, September 2003, Vol. 10, Issue 9; published by Management Roundtable.

"Constellation Strategy: Managing Alliance Groups," *Ivey Business Journal*, May/June, 2003; on line at <http://www.iveybusinessjournal.com>.

"Alliances (inter-firm)," in *Routledge Encyclopedia of International Political Economy* (London: Routledge, 2002).

"American Airlines and British Airways: The Death of Co-opetition," *The Providence Journal*, December 21, 2001. Op-ed article.

"Firestone and Ford: Divorce Not So Rare," *The Philadelphia Inquirer*, June 1, 2001. Excerpted op-ed commentary from "Relationship Lessons from the Ford-Firestone Breakup," *Bridge News*, May 29, 2001.

"Alliances: The Secrets of Successful Cooperation," *pathways: The Novartis Journal*, October 2000, pp. 20-25.

"Strategy Must Lie at the Heart of Alliances," *Financial Times*, October 16, 2000. Reprinted in James Pickford, ed., *Mastering Management 2.0* (London: Financial Times/Prentice Hall, 2001) and in Dutch in *Financieele Dagblad*

"Alliances and Risk," *Financial Times*, May 2000. Reprinted in James Pickford, ed., *Mastering Risk* (London: Financial Times/Prentice Hall, 2000) and in Dutch in *Financieel Dagblad*

"Strategy before Structure," *The Alliance Analyst*, Aug 1998.

“Do You Really Have an Alliance Strategy?” *Strategy and Leadership*, 1998.

“The Corporation is Dead . . . Long Live the Corporation,” *The Alliance Analyst*, June 10, 1996.
Reprinted in *The Allied Enterprise: Global Strategies for Corporate Collaboration*, by Ard-Pieter de Man *et al* (London: Imperial College Press, 2001).

“Review of *High-Tech Europe: The Politics of International Cooperation* by Wayne Sandholtz, *Business History Review*, Spring, 1994, pp. 185-187.

“International Alliances in the Computer Industry,” *Spectrum*, No. 34. Burlington, MA: Decision Resources, Inc., April 30, 1992.

“Commentary on DEC Case Study,” *Planning Review*, Sept/Oct, 1991, pp. 24-25.

“Using Alliances in International Strategy,” *The President*, March, 1991, p. 8.

“Review of *The Internationalisation of Research and Development by Multinational Enterprises* by Robert D. Pearce,” *Business History Review*, Winter, 1990, pp. 798-800.

Work in Process

“Profitability, Ownership Structure, and Competitive Advantage: Empirical Patterns, Theory, and Preliminary Tests,” with Peter Zamborsky and Mauricio Jenkins. Most recent complete working version is dated May 2008. An earlier version was Finalist for Best Paper Award at AIB 2003 Annual Meeting.

“The Logic of Alliance Fads: Why Collective Competition Spreads,” *Strategic Alliances and Joint Ventures: Law, Economics and Management*, Cambridge University Press (forthcoming).

Teaching Cases and Videos

At Brandeis International Business School

Boston Scientific and Medinol (A), (B), and (C) [available from author by request]
Star Alliance, 2000 [available from author by request]

At Harvard Business School

On Alliances and Strategy

Xerox and Fuji Xerox: Update 2002 (9-703-009)
Managing International Alliances: Conceptual Framework (9-793-133)
The FS-X Project (9-391-160)
The Global Computer Industry (9-792-072)
Mips Computer Systems (A) (9-792-055)
Xerox and Fuji Xerox (9-391-156) [Best-seller at HBS Publishing]
Zenith and High-Definition Television, 1990 (9-391-084)
Hoechst in the United States (A) (9-391-140)
Hoechst and the German Chemical Industry (9-390-146)
Fusion Systems Corporation in Japan (A) (9-390-021)
Technology Collaboration in Europe (9-389-130)
Note on Global Technology Flows (9-389-132)
Canada Packers and the Canada-U.S. Free Trade Agreement (9-391-177)
Korea's Technology Strategy (9-388-137)

On International Political Economy

The General Agreement on Tariffs and Trade (9-793-099)
U.S. Controls on Technology Exports (9-389-137)
State and Markets in South Korea (9-387-181)
Socialism and Modernization in China (9-388-115)
OPEC and the World Oil Industry (9-388-016)
Oil and Democracy in Venezuela (9-387-149)

On Industry Restructuring

Note on the Ethylene and Commodity Plastics Industries (9-385-066)
Montedison, S.p.A. (A) (4-385-065)
Restructuring European Petrochemicals:
 BASF A.G. (9-385-201)
 Hoechst A.G. (9-385-202)
 Imperial Chemical Industries (9-385-203)
 British Petroleum (9-385-204)
 Exxon Chemical (9-385-205)
 Royal Dutch/Shell (9-385-206)
 Dow Chemical (9-385-207)
 E.N.I. (9-385-208)
 French Companies and the Government (9-385-209)
 Industry Groups and European Comm. (9-385-210)
 Regional Data (9-385-217)

Videos to accompany cases

Xerox and Fuji Xerox: Comments by Xerox SVP Julius Marcus (9-794-519)
Xerox and Fuji Xerox: Comments by Xerox CEO Paul Allaire (9-792-614)
Trade Policy and Firm Strategy: Assistant USTR Joseph Massey (9-794-520)
Collision Course in Commercial Aircraft: Airbus CEO Jean Pierson (9-792-503)
Fusion Systems Corporation: Comments by CEO Don Spero (9-792-502)
Zenith and High-Definition Television, 1990: CEO Jerry Pearlman (9-891-513)

CONFERENCE PRESENTATIONS

At Academic Conferences

“Strategy Beyond the Firm: Creating and Capturing Value from External Resources,” panel assembled and chaired at Strategic Management Society Annual Conference, Denver, 2015.

"Teaching International Business When All Business is International," invited keynote at Academy of Management Annual Meeting, International Management Division, Professional Development Workshop, Boston MA, August 2012.

“Competing in Alliance Constellations: Implications for Managers,” Carnegie-Bosch Institute annual conference, Pittsburgh, PA, October 2003.

“Value Destruction in JVs?” with Mauricio Jenkins, presented at AIB Annual Conference, Monterey, CA, June 2003.

“Competitive Advantage in Alliance Constellations,” presented at Ohio State conference Alliance and

Networks, Columbus, OH, June 2003.

“Alliance Strategy: A Comprehensive Framework,” presented at academic conference of Queen’s University’s Alliance Edge, Toronto, June 2002.

“Knowledge Flows in Alliances,” with Adam Jaffe and John Hagedoorn, presented at NBER Alliance Conference, November 2001.

“Toward a Theory of the Growth of Alliance Constellations,” presented at conference in honor of Edith Penrose, INSEAD, May 2001.

“Ownership Policies and Host-Government Bargaining 10 Years Later,” presented at AIB annual meeting, Phoenix, November 2000, on the occasion of receiving the JIBS Decade Award (see Articles).

At Industry Conferences

“The Laws of Success in Joint Ventures and Alliances,” talk and panel chaired at Corporate Development conference, The Conference Board, New York City, October 2015.

“The Three Rules of Profit in Partnerships,” Association of Strategic Alliance Professionals, March, 2015.

“Alliances in The Internet of Things,” organizer and chair of panel for Association of Strategic Alliance Professionals New England Chapter, February, 2015.

“Creating Value: The Three Rules of Success,” Association of Strategic Alliance Professionals, March, 2014.

"Putting Strategy Back Into Your Alliances" Pre-Conference Workshop (4hrs) at Annual Summit of Association of Strategic Alliance Professionals, Atlanta, GA, January 2011.

"Alliance Strategy: Leveraging your External Relationships for Competitive Advantage," Pre-Conference Workshop (4hrs) at CoDev11 Conference, Management Roundtable/PDMA, Phoenix, AZ, January 2011.

"Managing Innovation Alliances and Partnerships," Masterclass offered by PureInsight (one day), Cambridge, UK, July 2010.

"Profiting from Partnerships: Implications for Puerto Rican Industry," Latin American Supply Chain Expo, San Juan, Puerto Rico, March 2010.

“Managing Your Constellation: Aligning Alliances to Strategy,” Conference Board Strategic Alliances Conference, New York, May 2008.

“Alliance Strategy in a Flat World,” Keynote talk at ASAP New England Chapter, Boston, January 2007.

“Profiting from Partnerships: Keys to Success in Alliance Strategy,” Keynote at RESPRO Annual Conference, Washington DC, April 2007.

“Alliance Strategy: Fundamentals for Success,” Keynote talk at NETSEA, Burlington, November 2006.

“Managing Alliance Constellations: Concepts and Experience,” CoDev05, Keynote Address, Phoenix,

January 2005. With Steve Steinhilber, VP Cisco.

“Joint Ventures and Alliances: Concepts and Experience,” M&A Forum, KPMG and University of Chicago Graduate School of Business, Chicago, October 2004. With Kevin Cramton (Ford Motor Co.)

“Managing Alliance Constellations,” Management Roundtable, Keynote Address, Boston, January 2005.

“Co-Development Alliances: Strategy and Principles, CoDev04 Keynote Address, Phoenix, January 2004.

“Alliances Strategy in Pharmaceuticals,” IBC Drug Discovery World Conference, Boston, August, 2003.

“Managing Open-ended Agreements in Co-Development,” Management Roundtable, Boston, Keynote Address, June 2003.

“Alliance Strategy: Fundamentals for Success,” presented and chaired panel on alliances at meeting of New England Technology and Sales Executives Association, Burlington, May 2003.

“Learning Strategy: From Context to Capabilities,” presented at Chief Learning Officer Forum of LearnShare, Chicago, May 2003.

“Alliance Strategy: Building an Alliance Capability,” presented at 2002 Strategic Alliances Conference of The Conference Board, New York, April 2002. Highest-rated talk at the conference.

“Alliance Strategy: What the New Economy Should Have Learned from the Old,” presented at Summit of Association of Strategic Alliance Professionals, June 2001. Highest-rated talk at the conference.

“Alliance Strategies in the New Economy,” presented at e-Business Alliance Conference of the Association of Strategy Alliance Professionals, San Francisco, May 2000.

“Competing in Constellations: Acid Test of your Alliance Strategy,” presented at Annual Summit of the Association of Strategy Alliance Professionals, Chicago, November, 1999.

OTHER PROFESSIONAL ACTIVITIES

Professional Affiliations

Member, Editorial Board, *Journal of International Management*.

Track Chair, Alliances and Networks, AIB Annual Conference, 2004.

Article referee for *Sloan Management Review*, *Management Science*, *Journal of International Business Studies*, *Strategic Management Journal*, *Journal of Economic Behavior and Organization*, *Review of Economics and Statistics*, *Review of International Economics*, *Organization Science*, *Journal of Management Studies* and others.

Book referee for Harvard University Press, Harvard Business School Press, McGraw-Hill, Prentice Hall, and Oxford University Press and others.

Paper referee for conferences of the Academy of International Business, the Academy of Management, and the Strategic Management Society.

Member of American Economic Association, Academy of International Business, Strategic Management Society, and Association of Strategic Alliance Professionals.

Participant, The Asia Project, Council on Foreign Relations (1994).

MEDIA APPEARANCES

Gregg Greenberg, “3 Laws Dictate Success of Mergers, Alliances, Says ‘Remix Strategy’ Author,” *The Street*, October 10, 2015. (<http://www.thestreet.com/story/13316024/1/3-laws-dictate-success-of-mergers-alliances-says-%E2%80%98remix-strategy%E2%80%99-author.html>)

Quoted in *Washington Post*, *Boston Business Journal*, *New York Times*, *Wall Street Journal*, *Forbes*, *Harvard Management Update*, *CFO Europe*, *Pharmaceutical Executive*, *Inc Magazine*, *Associated Press*.
Interviewed on New England Cable News and local channel of Fox News.

LANGUAGES AND TRAVEL

Fluent in English, Dutch, and Papiamentu (native language).

Working knowledge of Spanish.

Familiarity with French, Portuguese, and Italian.

Extensive travel in USA, Europe, and Latin America; selected countries in Asia and North Africa.

CONSULTING

Advisory Board member at Powerlinx, Inc. and at Enterprise Project Ventures.

Alliance Strategy Consulting d/b/a: Executive education and advice on alliance strategy. Sample clients: Bayer, Syngenta, Battelle Memorial Institute, Dun & Bradstreet, Accenture, BASF, Chevron, Weyerhaeuser, General Electric, Mercury Computer Systems, Harvard Business School Advanced Management Program (AMP), Tufts Medical School, NASA, DaimlerChrysler, Harris Nesbitt, DuPont, Motorola, Johnson Controls, Sun Microsystems, Yahoo!, Abbott Laboratories, CommScope, Qualcomm.

CONTACT

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