



## **CURRICULUM VITAE DR. MICHAEL DOOMS**

### **PERSONAL INFORMATION**

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### **EDUCATIONAL BACKGROUND**

- PhD in Applied Economics (Management Engineering), Faculty of Economic, Social and Political Sciences and Solvay Business School, University of Brussels (VUB). Successfully defended March 17<sup>th</sup>, 2010. Title: ‘Crafting The Integrative Value Proposition For Large Scale Transport Infrastructure Hubs: A Stakeholder Management Approach’ (Promotor: Prof. dr. Alain Verbeke) (Dutch summary available on demand). Winner of the 4<sup>th</sup> Palgrave MacMillan Maritime Economics and Logistics PhD Competition, Santiago, Chile, 2011.
- Abstract: Ineffective stakeholder management in strategic planning processes for large scale infrastructure hubs increasingly hampers the timely completion of new, major projects. In worst case scenarios, implementation fails and major projects are shelved. The research analyzes how managers of large scale

infrastructure hubs integrate stakeholder objectives in long term strategic planning processes. Using action research, the study provides an in-depth analysis of four cases. Each case study differs in terms of project complexity and spatial reach: the extension of DHL at Brussels National Airport, the master plan of the port of Brussels horizon 2015, the Economic Development Study for the port of Antwerp horizon 2030 and the governance of the port and industrial cluster on the Left Bank of the port of Antwerp. The conclusions provide several extensions to modern stakeholder theory. Many ideas and suggestions revolve around strategies of real stakeholder inclusion, are truly actionable and can improve substantively the societal decision-making processes for large scale infrastructure hubs.

- MSc in Business and Technology ('Handelsingenieur'), Solvay Business School, University of Brussels (VUB), 2001, Magna cum laude. Participant to and co-organizer of the Inisol trade mission to Argentina – Buenos Aires (4 weeks).
- Master's thesis: "*Internationalisation in the retail sector: an economic analysis*" (Promoter: Prof. dr. Alain Verbeke). Summa cum laude, Winner of the faculty prize of best master's thesis of the academic year 2000-2001. The study was built up in three main parts, in which theory and practice (three case-studies of leading international retail firms) were integrated. First, an insight was given on entry modes in international business, applied to the retail sector. Second, the consequences of internationalisation on global strategic management were discussed from a theoretical as well as an empirical point of view. Several theoretical models were confronted with the three case studies. Third, an insight was given into the further development of the sector in international business, including the managerial challenges for the firms. The research showed that retailers, active in international markets, increasingly show transnational behaviour (i.e. aiming at increased integration and synergy between activities of the home and the host countries, but with respect for local responsiveness) rather than pure multinational or even multidomestic behaviour (i.e. no or very limited integration coupled with a strong degree of responsiveness and independence).

## LANGUAGE SKILLS

**Spoken:** Dutch (mother tongue), French (Fluent), English (Fluent), Spanish (Notions), German (Notions).

**Written:** Dutch (mother tongue), French (Fluent), English (Fluent).

Spanish notions have been developed during an economic mission of 4 weeks in Buenos Aires, Argentina, February 2001 and a number of other business related stays in Latin America. Language skills in French, English and to a lesser extent German were obtained through education (secondary school as well as university) and almost daily professional use. In daily life (private as well as professional, I speak ca. 1/3 of the time Dutch, 1/3 of the time French, and 1/3 of the time English.

## **CORE COMPETENCIES**

Analytical thinking: bringing complex projects and problems back to essential trade-offs / Capability to integrate different functional fields in strategic planning and project evaluation / Capability to transfer and adapt generic knowledge from one problem to another / Communication skills and strategy vis-à-vis stakeholders in politically sensitive projects / Excellent written and spoken reporting skills / Adaptability to different cultures.

## **PROFESSIONAL BACKGROUND**

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| 2010-present | Assistant Professor Management and Strategy, Department of Business – Unit Management and Strategy, Faculty of Economic, Social and Political Sciences and Solvay Business School, University of Brussels (VUB). |
| 2010-present | Co-founder, co-owner and Chief Strategy Officer. Espace. Consulting firm (spin-off company Vrije Universiteit Brussel). Integrated management for complex spatial projects.                                      |
| 2006-2010    | Member of the BRIO Program Management Office (PMO) of Infrabel (Belgian Rail Infrastructure Management) – Direct report to CEO   |
| 2003-2010    | Senior research associate, Department of Business Economics and Strategic Management, Faculty of Economic, Social and Political Sciences and Solvay Business School, University of Brussels (VUB).               |
| 2001-2003    | Junior research associate, Department of Business Economics and Strategic Management, Faculty of Economic, Social and Political Sciences and Solvay Business School, University of Brussels (VUB).               |

## **TEACHING ACTIVITIES**

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|--------------|---|
| 2001-2008    | Practical exercises ‘General Economics’ to bachelor students in Economics, Applied Economics and Management Engineering and master students in Management at the Solvay Business School - VUB. Groups of approx. 25 students, both day students as evening students (with professional experience). Includes interactive exercises and case studies.  |
| 2003-present | Guest lecturer for post-academic programs on strategic management and stakeholder management for ports and other infrastructure managers, for ITMMA-Institute for Transport and Maritime Management – Antwerp, as well as Erasmus University Rotterdam (since 2006), Centre for Maritime Economics and Logistics (MEL). Groups of approx. 30 to 50 students. Includes interactive exercises and case studies, including role plays (in the case of stakeholder management). |

- 2004-2009 Guest lectures as well as teaching assistance in the Master's courses of 'Transport and Logistics' and 'Multinational Strategic Planning' at the Solvay Business School - VUB. Groups of 30 to 70 people, including 2<sup>nd</sup> year master students of Solvay Business School (joint international program ULB-VUB) as well as students of the Master in Advanced Management Science program.
- 2006-present Academic coordinator of the Inisol trade mission: I have led economic and trade missions of ca. 15 to 20 final year master students of Solvay Business School, each representing a single company (MNEs as well as SMEs) during 3 to 4 weeks, to India-Mumbai (2007), Brazil-Sao Paulo (2008), China-Shanghai (2009), Vietnam - Ho Chi Minh City (2010), Indonesia-Jakarta (2011), Turkey-Istanbul (2012), Colombia-Bogota (2013) and Kenya – Nairobi/Mombasa (2014). Tasks include project supervision during organization and planning phase, consultant for the students during their assignment (approx. 10/12 days during the start of the mission), responsible for the official contacts with Embassies, Consulate, Foreign Trade and Investment agencies (FIT, AWEX, Brussels Export) and Solvay alumni, quality control of the reporting to the participating companies.
- 2006-2009 Two-day teaching seminars for senior middle management at the European Commission on complex project evaluation, using interactive case studies. Official accreditation of the European Commission as a teacher.
- 2007-present Guest lectures on strategy implementation, balanced scorecard, change management and teaching assistance in the course 'Introduction to management' at the Solvay Business School – VUB, using case-studies.
- 2007-present Course coordinator of the 'Port Economics and Management' module at Erasmus University Rotterdam, Centre for Maritime Economics and Logistics (MEL) – Erasmus SmartPort Rotterdam, in close collaboration with industry (Port of Rotterdam). Since 2013 course coordinator of Port Management 1 and Port Management 2 course modules.
- 2008- 2009 Teaching assistant 'Introduction to management' and 'Competition strategy'.
- 2009-present Guest professor Strategic Management in the joint ULB/VUB/VBA executive program "Gestion des grands projets de construction – Beheer van grote bouwprojecten – Management of large construction projects". Case-study based teaching including role play (stakeholder management).
- 2010-present Assistant professor for the courses 'Trade mission' (see above) and 'Internship' (Compulsory for master students – ca. 100 students/year). Supervision of 35 master theses in the Master in Management and Master in Bedrijfskunde.
- 2010-present Assistant Professor for the courses 'Organizational Design and Change' and 'Management and Strategy'. Groups of ca. 150-200 students. Organization and integration of guest lectures by CEOs and senior management.

2011-present	Course coordinator for the course ‘Strategic Management Tools’ at ITMMA-Institute for Transport and Maritime Management – Univeristy of Antwerp.
2014-onwards	Accepted Guest Professorship ‘Stakeholder Management’ in the Specialized Master in Regulation and Public Management at the Solvay Brussels School of Economics and Management (ULB)

Overall evaluation of teaching: good to very good.

Proximus of two Solvay Fellows: Michel Van den Broeck (CEO Leaseplan Belgium) and Luc Lallemand (CEO Infrabel)

### **RESEARCH INTERESTS**

- Strategic management and strategic planning:

- Complex Project Evaluation.
- Stakeholder management (see also PhD research).
- Internationalization strategies and global strategic management.

- Infrastructure Management, Transport and Regional Development:

- Dynamic and spatial aspects of stakeholder management in long-term planning of large scale infrastructure projects: applications in the transport sector and regional development (PhD Research). Application to regions, sea and inland ports, airports and inland waterway development. Extensions foreseen for the energy, sports and leisure, railway and retail sectors.
- Complex project evaluation, including regional economic impact analysis, social cost-benefit analysis and multicriteria-analysis methods.
- Port Performance Management

### **SELECTION AND DESCRIPTION OF RELEVANT RESEARCH AND CONSULTING STUDIES (NON-EXHAUSTIVE LIST)**

2002 – 2006: *Masterplan for the Port of Brussels, horizon 2015* (Client: Haven van Brussel – Port of Brussels). Development of an integrated vision for the port area (time horizon 2015). Analysis of existing situation, in-depth survey of stakeholders including port users, development of strategies for different port zones, strategy evaluation using multi-criteria-analysis, analysis of external elements and tendencies influencing the development of the port, including technical elements, development of an implementation scheme, definition of projects, cost-benefit analysis, economic impact assessment. Task: Project Manager, researcher for all study parts.

- 2004 *Economic impact study of the extension plan of DHL at Brussels Airport.* (Client: Provincie Vlaams-Brabant – Province of Flemish Brabant). Regional Economic Impact Study of the extension project. Analysis of qualitative elements such as employment characteristics, impact on regional competitiveness, impact on the development of Brussels Airport, interaction between passenger and cargo flows, analysis of corporate strategy of integrators. Multi-criteria analysis of different development strategies, with integration of ecological criteria, in coordination with other consultants. This study served as the basis for the political decision of the Belgian Federal Government in this matter. DHL was closely involved as a stakeholder. Task: Project manager and researcher for all study parts.
- 2004 *FINESSE: Freight Intermodality and Exchange on Sea and Straits in Europe.* (Client: SEEDA – South-East England Development Agency, leading partner of the FINESSE consortium). This 3-year project led by the UK's South East England Development Agency brings together 11 partners with the objective of developing sustainable freight transport services between the South East of England, France and Belgium, including rail-ferry services and hinterland connections. The FINESSE project entails research and practical preparations for sustainable, intermodal transport and logistical operations, in particular, by way of transferring freight onto rail-ferries between Dover and Calais, and shipping containers and trailers. The project brings together port authorities, regional authorities and chambers of commerce, and is a highly innovative attempt to co-ordinate strategies across the English Channel/La Manche region and between its port network, the benefits of which could extend far beyond port hinterlands, as far as Eastern Europe and the Mediterranean. In this project preparatory research was carried out for the strategic feasibility and pilot studies, as well as market research for the Belgian, Dutch and German hinterland of the ports for the assessment of service options, the evaluation of external costs. The market research was based on in-depth interviews with senior managers of multinational companies (large shippers including industrial firms, as well as logistics providers). This consultancy assignment took place in a multinational consortium with the Stamford Research Group and Eurotrans Conseil. After the delivery of the final report, the drafting of a public summary progress report, representing all stakeholder views and study findings, was also commissioned. Task: researcher and author of the public summary progress report.
- 2004 – 2005 *Economic development study for the port of Antwerp, horizon 2030.* (Client: Antwerp Port Authority). In a 5-month span, an economic development study was delivered, including an extensive literature study of all past studies executed in the strategic planning process of the port of Antwerp, as well as scientific literature and other ports' strategic studies. The literature study identified, defined and selected economical and ecological parameters to be used in further stages of the planning process.

Furthermore, an integrative calculation model was developed, which allowed for calculation of social, economical, spatial and ecological impacts on the basis of traffic and economic forecasts. Finally, potential long-term port strategies were defined and evaluated using multi-actor, multi-criteria analysis. The results of this study will be integrated into the strategic environmental effects report, which will define the future geographical limits of the port area. The study will also serve to guide the long-term infrastructure development in the port, and as a basic support for the future social-economic and environmental impact analysis of new port infrastructure projects. Task: project manager, researcher on all study parts.

2004 – 2006

*Study on financing and charging practices of seaports in the EU* (Client: European Commission – DG TREN). Faced with efforts towards enhanced transparency as regards the financial linkages between the public purse and the port sector on the one hand, and the relative lack of available information on those linkages on the other hand, the European Commission commissioned a study to supplement the existing information base line by adopting a dual approach, i.e. by identifying and analysing *direct* (=conventional) sources of information, and simultaneously tapping into *indirect* (alternative) sources of information. All EU member countries were analyzed, including a sample of 30 ports throughout the European Union. The research consisted of desk research and literature study, as well as interviews with various stakeholders (port authorities, regional government) in the Belgian and French Ports (Antwerp, Le Havre and Marseilles). Task: project manager, researcher on all study parts.

2004 – 2005

*Economic revalorisation of the river Dender* (Client: Streekplatform Zuid-Oost Vlaanderen – Regional Platform South-East Flanders). Faced with increasing congestion, a feasibility study for the revalorisation of the small inland waterway Dender was made. This study included desktop research on the potential of small inland waterways, an analysis of regional competitiveness, a survey of 250 companies in the region, a multi-actor multi-criteria analysis on the optimal location of an intermodal platform, a traffic forecast and a cost-benefit analysis of an intermodal container terminal. Task: desktop research, analysis of the survey results, multi-criteria analysis, traffic forecast.

2005

*Development of a strategic plan* (Client: Infrabel – Belgian rail infrastructure manager). On January 1<sup>st</sup> 2005, the Belgian Railway Company NMBS-SNCB was split in a holding company and two operating companies, implementing European Directives on the liberalization of rail transport. One of the operating companies is Infrabel, the company managing the rail infrastructure and allocating railway capacity to the different rail operators (public as well as private). The company asked for the bottom-up development of a strategic plan, aimed at the improvement of operations and processes. This bottom-up methodology implied face-to-face interviews with all 173 senior managers of the company (total

employment: ca. 14.000). Furthermore, as a customer-centred approach had to be implemented, in-depth stakeholder consultations were held with clients (freight and passenger companies), seaports, airports, inland ports, government agencies, the European Commission, the unions,.... This led to the formulation of a strategic plan, which identified the most urgent and important change projects for each component of the value chain, as well as the sequence of execution. Furthermore, a strategic seminar was held to define mission, vision and values of the new company, including the top-20 executives of the company. The seminar consisted of teaching sessions to the plenary group on “mission, vision, values” and “Balanced Scorecard”, leading interactive break-out workshops of groups of 10 persons, as well as the presentation of the results to the plenary group. Task: consultant, co-leader of the strategic seminar.

2005

*FINESSE 2: study into sustainable Central Eastern European intermodal rail links for FINESSE Partner ports.* (Client: SEEDA - South-East England Development Agency, leading partner of the FINESSE consortium).

This study is a follow-up study of the first FINESSE study (see above), which was executed during 2004. This study looks deeper into potential intermodal transfer from road to rail on East-West corridors in Europe, leading to the ports of Dunkerque, Calais and Zeebrugge. The study consists of three parts. First, desktop research is carried out on traffic flows, rail competitiveness in Central and Eastern European countries as well as the dynamic location patterns of industrial and logistics players in order to identify major logistics hubs and promising commodities. Second, a market survey is carried out by means of face-to-face in-depth interviews with top executives of leading logistics companies, important multinational companies in automotive, steel, electronics, chemicals and FMCG production, rail operators as well as other relevant stakeholders and experts (e.g. European Intermodal Association). Third, a modal cost comparison is executed, comparing road, rail and short-sea shipping on two East-West corridors. Task: researcher on all study parts.

2005 - 2006

*Development of a strategic vision on spatial economic development with a focus on supply and demand of land for economic activity in an inter-regional perspective* (Client: Chamber of Commerce East Flanders).

The aim of this Interreg project was to define an interregional strategy that copes with the demand of space for economic activities, with a focus on the canal zone Ghent – Flushing Seaports. In an 18 month span, an in-depth desktop analysis was performed, a survey consisting of 100 in-depth interviews with top executives of leading firms in the maritime and industrial cluster was conducted, as well as research into redevelopment of brownfields and the economic positioning and competitiveness of the region. The different analyses have resulted in the identification of projects and initiatives of interregional cooperation in order to allow a better match between supply and demand of land for economic activity



(on a quantitative and qualitative level). Task: Project manager, surveys, stakeholder consultation.

2005-2006

*Study into the costs and the benefits of the Waaslandhaven* (Client: Province of East-Flanders and the Intermunicipal company Land van Waas).

The objective of this study is to provide the client with factual elements (from a historical perspective 1960 - 2005) as well as detailed forecasts with horizon 2030 (based on the Economic Development Study for the Port of Antwerp) on the consequences in terms of local costs and benefits of the further development of the Left Bank of the Port of Antwerp. Based on the results of this economic analysis, new governance alternatives for the Port of Antwerp, taking into account current and future changes in the economic parameters related to the Left Bank development, will be defined and evaluated on their feasibility by a research team specialized in law (led by Prof. dr. Eric Van Hooydonk). Task: Project manager, stakeholder consultation, desktop research on the historical perspective.

2006 - 2010

Member of the program management office (PMO) of Infrabel (Belgian Rail Infrastructure Management Company), responsible for the implementation of the strategic plan BRIO (Belgian Rail Infrastructure Objectives) (2006-2010). Member of the management team of the program management office (approx. 10 people). 2006: Steering of an external consultant (Boston Consulting Group) to set up the PMO. Project Manager for the implementation of balanced scorecards. Program Coordinator for the development of the strategy “clients/products”. Development of a multi-criteria tool to optimize the use of capacity by maintenance works. 2007: Development and coaching of a market intelligence unit, assistance for the business plan (development of a model to calculate operating income scenarios based on bottom-up market forecasts). 2008: Development and coaching of the market intelligence unit; advisor on the Priority Freight Network project, rethinking of the balanced scorecard system. 2009: advisor during the execution of a long-term strategic study for the development of the network (Second opinion, steering and guidance of the external consultant – Roland Berger Strategy Consultants).

2006 - 2008

*Development of a master plan for the reconversion of the industrial area Machelen-Vilvoorde* (Client: consortium of regional government agencies and local communities led by the Province of Flemish Brabant).

In this study, an analysis of the several economic sectors which could act as catalyst for the redevelopment of this 300 hectare old and heavily polluted industrial area next to the Brussels region was performed, as well as a multidisciplinary SWOT-analysis, development of economic and spatial scenario's, short-cut regional economic impact study and a retail impact assessment. Finally, an eclectic multi-criteria analysis was performed to define the optimal redevelopment vision. This vision was translated in a redevelopment strategy. Task: Researcher for all study parts, stakeholder management, assistance to project management.

- 2006 *The impact of the implementation of telework on external transport costs in Flanders* (Client: Minister of Mobility of the Flemish Region). In this study, the long-term effects in terms of external transport cost reduction of the implementation of telework were calculated. The study consisted of a literature study, an international benchmark of the penetration of telework, the development of scenarios of penetration growth (based inter alia on interviews with experts and stakeholders), and the development of a calculation model. Besides the results of the calculation, the study provided the minister with clear policy recommendations in order to increase the penetration of telework in the short, middle and long term. Task: project manager, international benchmark, scenario-building.
- 2007 *Optimal location of a transport and distribution zone in the region of Kortrijk (Province of West Flanders, Belgium)*. (Client: Ministry of the Flemish Community, Department of Spatial Planning and Development). This study, performed in a multidisciplinary consortium, provides the client with a clear recommendation of the optimal location of the extension of an existing transport zone. Tasks: Literature study and survey on the profile of the activity, SWOT-analyses, Eclectic Multi-criteria Analysis of the locations integrating economic, financial, ecologic, mobility and spatial planning criteria.
- 2006 *Editing of the operational programme Objective III France-Wallonia-Flanders*. (Client: Walloon Region, Managing Authority of the Interreg III program France-Wallonia-Flanders). This assignment consisted of an additional data search and editing of the first draft version produced by the managing authority into a final document to be submitted to the European Commission for the 2007-2013 funding period. Task: data search, text editing, development of strategic framework.
- 2006 *Study into new financing techniques for brownfield development* (Client: OVAM – Public Waste Agency of Flanders). The Public Waste Agency of Flanders, responsible for soil remediation, commissioned this study in order to get insights in new evolutions into financing of brownfield development projects. Based on the knowledge within the department and additional fact finding, a framework was developed based on case-studies, determining the potential for private sector participation for different generic types of projects. Task: project management, case-study selection, development of generic framework.
- 2006-2008 *IMPACTE project: examination of the economic role of the ports*. (Client: IMPACTE consortium, represented by SEEDA, South East England Development Agency). Co-funded under the European INTERREG IIIB programme for North West Europe, the IMPACTE project, led by the South East England Development Agency (SEEDA), brings together a partnership of 26 investment, strategic, public sector and research partners from Belgium, England and France. The project promotes and facilitates sustainable port based development and distribution of freight, focusing on economic, social

and environmental benefits. In this study, an socio-economic impact assessment toolkit will be provided to the ports, enabling them to calculate local, regional and national impacts. Task: development of the toolkit, interviews with port representatives.

2007 – 2008

*Economic development study for the port of Zeebrugge, horizon 2030.* (Client: Zeebrugge Port Authority). As for the port of Antwerp, an economic development study was delivered, including an extensive literature study of all past studies executed in the strategic planning process of the port of Zeebrugge, as well as scientific literature and other ports' strategic studies. The literature study identified, defined and selected economical and ecological parameters to be used in further stages of the planning process. In addition, a market study was performed involving several interviews with port users. A tailor-made integrative calculation model was developed, which allowed for calculation of social, economical, spatial and ecological impacts on the basis of traffic and economic forecasts. Finally, potential long-term port strategies were defined and a multidisciplinary evaluation was made in close collaboration with an engineering partner. The study will guide the long-term infrastructure development in the port, and will serve as a basic support for the future social-economic and environmental impact analysis of new port infrastructure projects. Task: Project manager and researcher on all study parts.

2007 – 2008

*IMPACTE project: Study of Short-Sea Cross-Channel Traffic Flows of General Freight.* (Client: IMPACTE consortium, represented by SEEDA, South East England Development Agency). Co-funded under the European INTERREG IIIB programme for North West Europe, the IMPACTE project, led by the South East England Development Agency (SEEDA), brings together a partnership of 26 investment, strategic, public sector and research partners from Belgium, England and France. The project promotes and facilitates sustainable port based development and distribution of freight, focusing on economic, social and environmental benefits. In this project, a traffic forecast up to 2020 for the Cross-Channel market was developed in collaboration with MDS Transmodal (lead partner). Market studies were performed on the traffic potential from Belgian ports, the potential of interaction between deepsea feeder services and shortsea ro-ro traffic as well as the loading potential from continental EDCs. Task: Development of the market studies including desk research, interviews and project management.

2007 – 2008

*The socio-economic interaction between the port of Antwerp and the Province of Zeeland.* (Client: Port of Antwerp Authority). In this study, we examined the different socio-economic linkages between the maritime-industrial clusters of Antwerp and the Province of Zeeland (Zeeland Seaports), on the level of broad regional interactions, as well as firm-level interactions. Around twenty companies in both regions and from different sectors (petrochemical industry, shipping, port operators) were interviewed. A short-cut economic effect analysis was executed. Task: Project manager and execution of interviews.

- 2007-2008 *Support during the development of an action plan for the employers in the canal zone Ghent-Terneuzen.* (Client: Chamber of Commerce East Flanders). Following the development of a strategic vision in 2006, consulting support was given to a consortium of the Chambers of Commerce of East-Flanders and Zeeland and the Associations of port users in Ghent and Zeeland during the development of an action plan aimed at (1) strengthening the integration of the associations and (2) strengthening the economic competitiveness of the interregional port and industrial cluster. The assignment consisted of organizing and leading workshops, ranking potential cooperation projects, aligning the projects to the strategic vision and the drafting of a final document containing a proposal for an operational strategy to be further discussed in board meetings of the associations. Task: expert responsible for all assignment parts.
- 2008 *Support during the drafting of a proposal for a Motorways of the Seas project.* (Client: Zeebrugge Port Authority). Support was given to the port of Zeebrugge during the application process for a Motorways of the Seas project between the port of Zeebrugge and the port of Bilbao. The assignment consisted in the drafting of a position paper as well as drafting the initial application as well as a follow-up scheme to assure a timely delivery of the application to the European Commission.
- 2008 *Research on the social-economic significance of port activity and port logistics. A quantitative and qualitative analysis in port and hinterland.* (Client: Port of Antwerp Authority). In this study, a broad analysis on the social-economic significance of port activity and related logistics services was performed including: a desk-research analysis of the competitiveness of Antwerp, Flanders and Belgium as attraction pole for logistics activity; an analysis of the value added and employment creation of container logistics inside the port area and in the hinterland, including an actualization of the Antwerp “range-rule”; the significance of the port of Antwerp for external trade; the “maritime penetration” of the main sectors of the Flemish and Belgian economy; a benchmarking analysis of container transshipment flows; an analysis of the dedicatedness of port logistics chains (including in-depth interviews with leading firms in the Antwerp port cluster); an analysis of eco-benefits of the future infrastructural development of the port. Task: project manager, desk research on competitiveness, calculation of the hinterland impact.
- 2008 - 2009 *Analysis of the socio-economic value of a nuclear waste storage facility. Eclectic Multicriteria Analysis of storage alternatives.* (Client: Mols Overleg Nucleair Afval – MONA vzw). The municipalities of Mol and Dessel in the province of Antwerp have been selected by the Belgian Federal Government to host a surface storage site for nuclear waste type A. As part of the conditions set by the agreement between the Federal Government and the municipalities, a fund, financed by the polluting companies, has to be set up to compensate for the area lost to the storage activity and to sustain a

favorable attitude of local and subregional stakeholders towards the project during the next 300 years. In this study, we first examined potential methodologies to quantify the socio-economic value in monetary terms. In a second phase, a range of monetary values was suggested. Finally, an eclectic multi-criteria analysis including mobility, health, safety and ecological impacts of several storage alternatives is executed to provide a broader socio-economic evaluation, including non-monetary impacts. Task: researcher on all study parts, project management, multi-criteria analysis.

2009-2010 *Market and pre-feasibility study for the development of ro-ro services in the port of Brussels* (Client: Port of Brussels and Brussels Capital Region). In this study, we examine the market potential and financial and technical conditions to create a barge service between Brussels and Antwerp for the transport of second hand vehicles and other ro-ro units. The study is based on desk research and in-depth interviews with 30 stakeholders. Also, a modal cost comparison and a calculation of potential external cost savings are executed. Task: project manager and researcher on all study parts.

2009-2010 *Analysis of the potential of Central and Eastern European markets for business development* (Client: Fortune 500 Insurance and Risk Management Consulting firm). For this client, an analysis was made on the market potential as well as the processes/strategies to expand into the business of insurance and risk management services in CEE countries, in the public sector market.

2010-2012 *PPRISM: Port Performance Indicators: Selection and Measurement* (Client – co-financer: European Commission: DG MOVE). PPRISM will be the first systematic attempt at European level to determine a set of relevant port performance indicators widely accepted and commonly defined by the entire port sector and other relevant key stakeholders. The PPRISM project is coordinated by the ESPO (European Seaports Organization) secretariat and involves the participation of four of the ESPO technical committees, namely the Economic Analysis & Statistics Committee, the Port Governance Committee, the Intermodal & Logistics Committee and the Sustainable Development Committee. The PPRISM project is implemented in collaboration with five research partners: Cardiff University, Technical University of Eindhoven, University of Antwerp – Institute of Transport and Maritime Management Antwerp (ITMMA), University of the Aegean and Vrije Universiteit Brussel. The identification of a set of relevant indicators, defined and accepted by key stakeholders will need to serve as a valuable tool for the diagnosis of the European port system as part of the European transport network. The project also needs to contribute to the self-improvement and transparency of the European port system. Task: project management and researcher for the development of socio-economic indicators.

2010 *An analysis of the socio-economic and strategic importance of the zone 'Avant-Port/Voorhaven' in the port of Brussels* (Client: Port of Brussels). In

this study, we examined the socio-economics importance of a zone in the port of Brussels from three different angles: micro-economic impacts for companies (inter alia, clustering and cost efficiencies), sustainability parameters (inter alia, external cost calculation), and regional macro-economic impacts (gross added value and strategic impacts).

- 2010 *Social-Cost Benefit Analysis of the 2<sup>nd</sup> LNG jetty at the Port of Zeebrugge* (Client: MBZ – Port Authority Zeebrugge). In this study, we analyzed the LNG market and provided a traffic forecast for LNG. Interviews were conducted with experts of the LNG market, a social-cost benefit model was developed and applied.
- 2010 *Pre-feasibility study for the development of an excellence centre in elite sport* (Client: European Sports Academy – ESA npo). In this study, a consortium of 4 universities, led by €SPACE and financed by the National Lottery, developed the mission, vision and ambition of an excellence center in elite sport for Belgium. The research, based in workshops, interviews and desk research included, inter alia, benchmarking, proof of concept development, location analysis, societal benefits. The conclusions were presented to the prime minister. Currently we act as advisors for the business plan.
- 2011 *Eclectic Multicriteria-analysis (EMCA) of the location of a football stadium in the zone ‘Schaerbeek-Vorming / Schaarbeek-Formation’* (Client: Port of Brussels). Based on the first proposals of a master plan, developed by the Brussels Region, the port authority commissioned a complementary impacts analysis of potential locations for a football stadium on the port territory and potential expansion areas. Three potential scenario’s / locations were evaluated using multicriteria-analysis, in partnership with engineering, mobility, environmental and spatial planning experts.
- 2011 *Actualisation of the Economic Development Study of the port of Antwerp* (Client: Antwerp Port Authority). This study updates the Economic Development Study of 2005, in light of the economic crisis of 2008. Interviews and desk research are conducted to adapt the traffic forecast, of which further system impacts are calculated (financial, economic, spatial, mobility, environment). Specific attention is required to the development of the inland waterway traffic.
- 2011 *Development of an economic program for the development of the knowledge axis ‘South’* (Client: Intermunicipal cooperation Leiedal). In this study, an economic program is developed based on interviews with key stakeholders (leader firms, knowledge institutions, government) and desk research. The study focuses on the reinforcement of cluster relations (missing links between actors), and the national and international branding of the cluster.
- 2011 *Market and socio-economic feasibility study of a river cruise terminal in the port of Brussels* (Client: Port of Brussels Authority). Based on interviews and desk research, a traffic forecast is constructed to simulate the demand of

various sectors (river cruise, event, day journeys), as well as the resulting infrastructural requirements. Furthermore, the study calculates economic, fiscal and social benefits of the project, mobility impacts and suggests design improvements.

- 2011-2012 *Benchmarking study of the Antwerp Chemical Cluster* (Client: Roland Berger Strategy Consultants for the Antwerp Port Authority). Identification of growth opportunities, chemical industry needs, global benchmark, gap analysis and development of a strategic vision, including a roadmap and implementation path. Tasks: benchmarking of the Alberta chemical cluster (Canada) through interviews, inputs for the development of a strategic vision, formulation of projects and roadmaps. Involvement and support for Roland Berger Strategy Consultants in all study phases.
- 2012 *Concept and implementation study for the development of the 'Logistics Park Schijns' in the Port of Antwerp* (Client: Antwerp Port Authority). Concept and implementation study for an 80 ha greenfield development area in the port of Antwerp. Market study through interviews and desk research, development of scenarios based on Value Added Logistics, Rail Distribution Logistics and 'Factory of the Future' projects. Formulation of integrated development scenarios in close collaboration with engineering, spatial development and mobility experts. Eclectic Multicriteria Analysis of 5 development scenario's on economic, financial, energy, environmental, mobility and spatial development criteria. Preparation of the market consultation for the Antwerp Port Authority.
- 2012 *Developing Hinterland Hubs for the port of Zeebrugge* (Client: MBZ – Port Authority Zeebrugge). Due to increased competition in the Hamburg-Le Havre range, a hinterland development strategy was formulated based on desk research, interviews with global container lines, terminal operators and hinterland transport operators, as well as workshops with the executive committee.
- 2012 *Formulation and evaluation of redevelopment scenarios for a large brownfield located near the Scheldt River* (Client: Bekaert NV). Following the decommissioning of a large industrial site of Bekaert NV along the Scheldt River, redevelopment scenarios were formulated in view of the formulation of a master plan. Use of desk research, interviews for a market study, as well as SWOT analysis and stakeholder management to build consensus on redevelopment options.
- 2012-2013 *Actualisation / update of the master plan of the port of Brussels* (Client: Port of Brussels). Update of the master plan 2015 of the Port of Brussels, extending the planning horizon to 2030. Ex-post analysis of the master plan 2015 (mid-term evaluation); update of the main economic, technological and market tendencies influencing the development of the port; SWOT analysis per port zone; development of a strategic vision; identification of projects (short – term, long-term) both on the level of individual port zones as for the

port as a whole; socio-economic impact analysis. Close collaboration with engineering and urban development researchers for an integrated impact assessment.

- 2012-2013 *Expert mission on collaboration between local economic actors in Maritime Industrial Areas (MIDAs)* (Client: Chamber of Commerce and Industry Le Havre - CCI Le Havre). Based on the case of the canal zone Ghent-Terneuzen, expert advice is provided to the CCI Le Havre and private sector stakeholders to increase the cluster competitiveness. Workshops and organisation of field visits.
- 2013-2017 *Ports Observatory for Performance Indicator Analysis (PORTOPIA)* (EU-FP7 Research). Budget: 4,3 million euros (EU contribution: 2.990.000 euros). PORTOPIA aims at creating an integrated knowledge base and management system of port performance to serve the industry's stakeholders in improving the sustainability and competitiveness of the European Port System. To that end, different domains will be linked such as Market trends and structure, Socio-economic performance, Environment and occupational health and safety and security, Logistic chain and operational efficiency, Governance and finance and user perceptions of quality. Task: Administrative and Scientific Coordinator.
- 2013-2014 *Stakeholder management advice for the construction of a large-scale prison in Brussels* (Client: FCC-Denys). Expert advice to the building consortium and the government on stakeholder management risks during the implementation of the project.
- 2014 *Actualization and development of a weighing rule for added value for inland ports* (Client: Port of Brussels). In this study, a weighing rule for added value of inland waterway traffics is developed, taking into account existing traffic categories as well as emerging traffic categories such as pallets, ro-ro and passenger traffic. The development of the weighing rule is based on interviews with industry experts, desk research and data from the Belgian National Bank. Task: researcher and project management.

Total gross value of the selection of assignments: ca. 8 million euros

Other assignments include ad-hoc consultancy assignments for public agencies, project developers as well as large multinational companies on the development of corporate strategy (e.g. support for the International Advisory Board meeting of Toyota for the review of 5 and 10-year strategy, November 2005). I am also a recruiting and selection advisor for the recruiting agency of federal government (Selor) when high-level experts and directors for rail and airport public agencies need to be appointed (e.g. regulators).



## MEMBERSHIP OF SCIENTIFIC ASSOCIATION, PLATFORMS AND NETWORKS

### *Scientific associations*

Current Memberships:

Member of the Strategic Management Society (US), 2010 - 2014

Member of the Academy Of Management (US), 2008 – 2014

Member of the European Academy of Management (BE), 2013-2014

Member of the International Association of Maritime Economics (AU), 2002 - 2015

Past memberships:

ERSA (European Regional Science Association)

RSAI (Regional Science Association International)

NECTAR

WCTRS: World Conference on Transport Research Society

### *Research networks*

- The **Port Performance Research Network (PPRN)** is an informal network of maritime economists interested in issues of port policy and management. Founded and chaired by Dr. Mary R. Brooks, it was established at the International Association of Maritime Economists 2001 meeting in Hong Kong to undertake empirical testing of antecedents for port performance and governance and to identify key successes and failures in port reform. Since 2001, PPRN has met 10 times, and its members have examined port developments in more than 15 countries. Current activities of the PPRN are focused on performance and port management. Since 2007, PPRN's activities have been managed by subgroups with particular interests. There are several working groups within the PPRN:

Port efficiency (led by Gordon Wilmsmeier and Ricardo Sanchez, both of ECLAC)

Port effectiveness (led by Mary R. Brooks, Dalhousie University, Chair of PPRN)

Port concessions (led by Theo Notteboom, University of Antwerp)

Port institutions (led by Thanos Pallis, University of the Aegean)

**Port strategies (led by Michael Doms, University of Brussels, and Larissa van der Lugt, Erasmus University Rotterdam)**

- Associate Member (since 2010 – foundation of the network) and Member (since 2012) of PortEconomics.eu. PortEconomics is a web-based initiative aiming at generating knowledge about seaports. It is developed and empowered by the members of the PortEconomics group, that are actively involved in academic and contract research in port economics, management, and policy. The teaching activities of the participating scholars include specialized courses on port economics management, planning and policy. These courses are offered to students and other audiences in Europe or else, via lectures and assignments based on the output of individual or collective research activities and the most recent developments in port studies. Porteconomics.eu also has a framework agreement with one of the main international industry journals (Port Technology International) to publish a viewpoint of 1.000 to 1.500 words providing the opportunity to communicate new insights of port research towards the global industry. The PortEconomics website, including the Port Studies database, has a very high visit frequency by stakeholders (academics, policy makers, industry). In

order to illustrate the reach of the PortEconomics initiative, the following data referring to last calendar year (2012) are provided:

5 Continents  
167 Countries  
2.557 Cities  
19.374 Unique Visitors  
32.189 Visits  
92.889 Page views

#### **AWARDS**

Outstanding Reviewer Award, 2014, Strategic Management SIG, EURAM Conference (BE)

Best Reviewer Award, 2012, International Association of Maritime Economics (AU)

The 'Palgrave MacMillan' Prize in Maritime Economics and Logistics for Best PhD Thesis in the field, 2011, Palgrave MacMillan - Maritime Economics and Logistics (GB)

Prize for the best master thesis in the faculty ESP and Solvay Business School, academic year 2000-2001.

#### **REVIEW ASSIGNMENTS**

##### **Journals:**

Research in Transportation Business & Management, period: 2012-..., for: Elsevier (GB)

Environment and Planning A, period: 2011-..., for: Pion Ltd (GB)

Maritime Policy and Management, period: 2011-..., for: Taylor & Francis (GB)

Research in Transportation Economics, period: 2011-..., for: Elsevier (GB)

Journal of Management Studies, period: 2013-..., for: Wiley (GB)

##### **Conferences:**

International Association for Business and Society conferences, period: 2013-..., for: International Association for Business and Society (US)

Strategic Management Society Conferences, period: 2012-..., for: Strategic Management Society (US)

Academy of Management Annual Meeting, period: 2010-..., for: Academy Of Management (US)

International Association of Maritime Economists Annual Conference, period: 2005-..., for: International Association of Maritime Economics (AU)

European Academy of Management (EURAM), period: 2013-...

## **SCIENTIFIC PUBLICATIONS/PAPERS**

### **Recent publications (2010 onwards)**

Stakeholder dynamics and responsibilities in Public–Private Partnerships: A mixed experience

Edition: International Journal of Project Management, ISBN-ISSN: 0263-7863

Steven De Schepper, Michael Doods, Elvira Haezendonck, 2014, Impact Factor: 1.686, impact year: 2012

Dynamic Green Portfolio Analysis For Inland Ports: An Empirical Analysis on Western Europe

Authors: DOOMS Michael, HAEZENDONCK Elvira, VALAERT Toon Reference: Research in Transportation Business and Management, issue 8, pp.171 - 185, published by Elsevier (2013)

International strategies of port authorities: the case of the Port of Rotterdam Authority Authors:

DOOMS Michael, Van der Lugt Larissa, De Langen Peter Reference: Research in Transportation Business and Management, issue 8, pp.148 - 157, published by Elsevier (2013)

Strategy making by hybrid organizations: The case of the port authority Authors: Van der Lugt

Larissa, DOOMS Michael, Parola Francesco Reference: Research in Transportation Business and Management, issue 8, pp.103 - 113, published by Elsevier (2013)

Stakeholder management and path dependence in large-scale transport infrastructure development:

the port of Antwerp case (1960–2010), Edition: Journal of Transport Geography, Issue: Article in press ; available on-line, published by: Elsevier, ISBN-ISSN: 0966-6923, 2013, Michael Doods, Alain Verbeke, Elvira Haezendonck Impact factor: 2.538, impact year: 2012

### **Accepted:**

Towards a toolkit for port related socio-economic impacts: a meta-analysis of socio-economic

impact studies conducted for seaports, 2013, Michael Doods, Elvira Haezendonck, Alain Verbeke (Maritime Policy and Management, impact factor: 0,743, will be published in 2014)

### **Conditional acceptance (minor revision):**

A port hinterland matrix to assess the socio-economic impact of ports, 2014, Elvira Haezendonck, Michael Doods, Alain Verbeke (Submitted to Maritime Economics and Logistics, impact factor: 0,902)

Contemporary issues in sustainable port development: managerial perspectives on the state of stakeholder management in landlord seaport authorities, 2014, Geoffrey Aerts, Michael Doods

(Submitted to the International Journal of Shipping and Transport Logistics, impact factor: 1,844)

### **Submitted:**

Port strategy in turbulent times: less planning, more vision, 2014, Michael Dooms, Peter de Langen, Theo Notteboom (Submitted to Maritime Policy and Management)

The Economic Impact of River Tourism on Ports: The Case of Brussels, 2014, Mitchell Van Balen, Michael Dooms, Elvira Haezendonck (Submitted to Research in Transportation Business and Management)

An integrated assessment of Turkey's potential on becoming a cruise hub for the East Mediterranean Region: The case of Istanbul, 2014, Oguz Bagis, Michael Dooms (Submitted to Research in Transportation Business and Management)

**Planned submissions to international peer reviewed journals in 2014 (based on existing papers and/or submitted/presented conference papers):**

A conceptual framework for internationalization strategies of port authorities, 2014, Michael Dooms, Larissa Van der Lugt, Francesco Parola, Dong-Wook Song, Giovanni Satta (To be submitted to Transportation Research Part A )

The financing structures of large-scale, seaport development projects: a comparative analysis of recent and planned projects in the European Union., 2013, Michael Dooms, Toon Valaert, Alain Verbeke (To be submitted to the European Journal of Transport and Infrastructure Research, impact factor: 0,674)

Towards a European performance management system for seaports: an application to socio-economic impacts, 2012, Steven De Schepper, Michael Dooms, Elvira Haezendonck (To be submitted to Maritime Policy and Management, impact factor 0,743)

**Recent conference papers (2010 onwards)**

Strategic planning for large-scale transport infrastructure hubs: a stakeholder management approach. Edition: SMS Special Conference Lake Geneva, 2013, Michael Dooms (accepted for presentation)

The Economic Impact of River Tourism on Ports: The Case of Brussels, Edition:IAME 2012, Taipei, Taiwan, 2012, Mitchell Van Balen, Michael Dooms, Elvira Haezendonck

Towards a European performance management system for seaports: an application to socio-economic impacts, Edition: IAME 2012, Taipei, Taiwan, 2012, Steven De Schepper, Michael Dooms, Elvira Haezendonck

Strategy concepts for hybrid organizations: the case of the port authority, Edition: IAME 2012, Taipei, Taiwan, 2012, Larissa Van der Lugt, Michael Dooms, Francesco Parola

Stakeholder management and path dependency in large-scale transport infrastructure development: the port of Antwerp case (1960-2011), Edition: IAME 2011, Santiago, Chile, Michael Dooms, Alain Verbeke, Elvira Haezendonck

Towards a toolkit for port related socio-economic impacts: a meta-analysis of socio-economic impact studies conducted for seaports, Edition: Econship 2011, Chios, Greece, Michael Dooms, Elvira Haezendonck, Alain Verbeke

**Previous publications (journal articles, books and conference papers) Before 2010:**

DOOMS, M. and HAEZENDONCK E.. 2010. Dynamic aspects of stakeholder management: a case study analysis of the DHL Europe expansion plan. *Paper submitted to the Academy of Management Conference 2010 (Montréal, Canada).*

DOOMS, M.. 2010. Crafting the integrative value proposition for large scale transport infrastructure hubs: a stakeholder management approach. (Book based on PhD thesis). ASP Publishers: Brussels. 390p..

HAEZENDONCK, E., DOOMS, M. and VERBEKE, A.. 2010. How negative environmental impacts drive MNE exit: stakeholder dynamics in the DHL Europe case. *Zeitschrift für Betriebswirtschaft. ZfB Special Issue 1/2010. pp. 69-86*

HAEZENDONCK, E., DOOMS, M. and VERBEKE, A.. 2010. Socio-economic impact of ports: development of a European port economic impact toolkit. *Paper accepted for the IAME annual conference, Lisbon, Portugal, July 2010.*

DOOMS, M., HAEZENDONCK, E., and VERBEKE, A.. 2010. A port hinterland matrix to assess the socio-economic impact of ports. *Paper accepted for the IAME annual conference, Lisbon, Portugal, July 2010.*

HAEZENDONCK E. and DOOMS M. 2009. Green benchmarking: green portfolio for competitive positioning of MIDA based clusters and projects. *Paper presented at the Academy of Management Conference Interactive Paper Sessions, Chicago, United States, August 2009.*

DOOMS, M. and VERBEKE, A. 2008. Spatial and temporal dimensions of stakeholder management: the case of the Waaslandhaven development in the port of Antwerp. *Paper presented at the Annual Conference of the International Association of Maritime Economists (IAME), Dalian, China, 2008.*

VERBEKE, A. and DOOMS, M. 2008. Integrating the Extended Gateway Concept in Long-Term Strategic Seaport Planning: A European Case Study. *Paper accepted by the Van Horne Institute for the 2007 Pacific Gateway Round Table, University of Calgary, Canada.*

DOOMS, M., VERBEKE A. and HAEZENDONCK E.. 2008. "A meta-analysis of the socio-economic impact of ports in proximity: the case of the Channel Straits' ports of Belgium, France and the UK". *Working paper to be included in an edited book following the 2007 Ports In Proximity international conference.*

HAEZENDONCK, E. and DOOMS, M.. 2007. "Environmental strategy for ports: towards a green gateway approach". *Paper presented at the Annual Conference of the International Association of Maritime Economists (IAME), Athens, Greece, 2007.*

COECK, C. and DOOMS, M.. 2007. "The practical application of stakeholder management in ports: a cross-case analysis of best practices in world ports". *Paper presented at the Annual Conference of the International Association of Maritime Economists (IAME), Athens, Greece, 2007.*

DOOMS, M. and VERBEKE, A. 2007. "Stakeholder management in ports: a conceptual framework integrating insights from research in strategy, corporate social responsibility and port management". *Paper presented at the Annual Conference of the International Association of Maritime Economists (IAME), Athens, Greece, 2007.*

DOOMS, M., VERBEKE A., and MACHARIS C.. 2007. "An application of stakeholder analysis to infrastructure development: the case of the 'DHL super-hub location choice'". In: Haezendonck, E. (editor): *Transport Project Evaluation: Extending the Social Cost-benefit Approach*, Cheltenham, Edward Elgar, 2007.

HAEZENDONCK, E. DOOMS, M. and COECK C.. 2006. "Environmental strategy for ports : green portfolio analysis as a strategic tool for seaports and inland ports". In: Notteboom, T. (ed.): *Ports are more than piers. Liber Amicorum presented to Prof. Dr. Willy Winkelmans.* pp. 147-172.

DOOMS, M. and VERBEKE, A., 2006. "An integrative framework for long-term strategic seaport planning: an application to the port of Antwerp". In: Notteboom, T. (ed.): *Ports are more than piers. Liber Amicorum presented to Prof. Dr. Willy Winkelmans.* pp. 173-192.

DOOMS, M., HAEZENDONCK E., ILLEGEMS, V. and VERBEKE, A.. 2006. "De impact van telewerken op verkeersexternaliteiten: toepassing op Vlaanderen en Brussel. In: Despontin M. and Macharis C. (eds.): *Mobiliteit en grootstedenbeleid, 27ste Vlaams Wetenschappelijk Economisch Congres.* Brussel, 19 en 20 oktober 2006.

DOOMS, M. VERBEKE A., MACHARIS C. and S'JEGERS R.. 2006 "De zaak DHL. Het regional hub project van DHL in Brussel-Nationaal: een socio-economische en maatschappelijke evaluatie. Garant, Leuven. 171p..

DOOMS, M. and VERBEKE A.. 2006. "The financing structures of large-scale, seaport development projects: a comparative analysis of recent and planned projects in the European Union". *Proceedings of the annual conference of the International Association of Maritime Economics (IAME), Melbourne, 12-14 July 2006.*

DOOMS, M. and VERBEKE, A., 2005. "An integrative framework for long-term strategic seaport planning: an application to the port of Antwerp". *Proceedings of the annual conference of the International Association of Maritime Economists (IAME), Limassol, 23-25 June 2005.*

DOOMS, M., and HAEZENDONCK E., 2004, An extension of 'green port portfolio analysis' to inland ports: an analysis of a range of eight inland ports in Western Europe", *Proceedings of the annual conference of the International Association of Maritime Economists (IAME), Izmir, 30 June - 02 July 2004.* pp. 1324-1341.

DOOMS, M., MACHARIS, C., VERBEKE, A.. 2004. "Proactive master planning in ports: empirical evidence from the port of Brussels". *Proceedings of the annual conference of the*

International Association of Maritime Economists (IAME), Izmir, 30 June - 02 July 2004. pp. 1145-1164.

DOOMS, M., MACHARIS C. and VERBEKE, A., 2003, "A framework for sustainable port planning in inland ports: a multistakeholder approach", The International Association of Maritime Economists Annual Conference 2003 (Busan, 3-5 september 2003) Conference Proceedings. Korea Maritime University. pp.296-313.

DOOMS, M. and MACHARIS C., 2003, "A framework for sustainable port planning in inland ports: a multistakeholder approach", Conference proceedings of the 43rd Congress of the European Regional Science Association (ERSA), Jyväskylä, Finland, August 27-30, 2003.

DOOMS M., 2001, Internationalisatie in de retailsector: een economische analyse, Scriptie VUB. 129 p.

#### **VULGARISING PUBLICATIONS AIMED AT A WIDE AUDIENCE**

DOOMS M.. 2009. Focus: De haven van Brussel: een belangrijke optie voor de duurzame economische groei van het stadsgewest. In: Brussels Hoofdstedelijk Gewest: Brussel (over) 20 jaar. Brussels Hoofdstedelijk Gewest: Brussel: pp. 294-295.

DOOMS M.. 2008. Introduction to the chapter "Citizen Port". In: Port Cities: 13.28 GMT. IACP/AIVP: LeHavre: pp.148-149

MEEUS, T., MACHARIS, C., DOOMS, M.. 2004. Inplanting van tweede HST-terminal te Brussel: scenario Brussel-Nationaal moet verder worden onderzocht. De Lloyd. Universiteit en Transport. Editie 05/10/2004. p.5.

DOOMS M., 2004, Ecologische efficiëntie van binnenhavens: determinerende factoren – II. Transport & Universiteit. De Lloyd Multimodaal & Internationaal Transportnieuws. 03/02/2004. p.4.

DOOMS M., 2003, Ecologische efficiëntie van binnenhavens: enkele methodologische knelpunten – I. Transport & Universiteit. De Lloyd Multimodaal & Internationaal Transportnieuws. 30/12/2003. p.4.

DOOMS M., 2003, Rapportage van trafiekcijfers van binnenhavens moet uniformer worden. Transport & Universiteit. De Lloyd Dagblad voor Transporteconomie. 06/05/2003. p.4.

DOOMS M., 2003, Bulkgoederen voor meeste binnenhavens nog steeds van groot belang. Transport & Universiteit. De Lloyd Dagblad voor Transporteconomie. 04/03/2003. p.4.

DOOMS M., 2001, Internationalisatie in de retailsector. Financieel-Economische Tijd. 04/09/2001. p.2.

**PARTICIPATION TO INTERNATIONAL SCIENTIFIC CONFERENCES, WITH ACTIVE INVOLVEMENT (PRESENTATION OF PAPER, SESSION CHAIR, WORKSHOP PARTICIPATION).**

Strategizing Practices from the Outliers: Enabling “Big Bang” Innovations  
Strategic Management Society Special Conference Lake Geneva, March 2013, organized by Strategic Management Society (US), contributions: Michael Doods lecture after passing a selection procedure: Strategic planning for large scale transport infrastructure hubs: a stakeholder management approach (Geneva, Switzerland)

Academy of Management Annual Meeting, 2012, organized by Academy Of Management (US), contributions: Michael Doods participant (Boston, US)

International Association of Maritime Economists Annual Conference, 2012, organized by International Association of Maritime Economics (AU), contributions: Michael Doods other contribution in writing (3 peer reviewed papers) (Taipei, Taiwan)

Port Performance Research Network (PPRN), 2012, organized by Port Performance Research Network (CA), contributions: Michael Doods workshop: PPRN: Port Authority Strategy Current state of research collaboration: from Santiago to Taipei and beyond (Taipei, Taiwan)

Research Seminar in Applied Economics and Management, 2012, organized by Solvay Brussels School of Economics and Management (BE), contributions: Michael Doods main lecture at invitation of the organization: Crafting the integrative value proposition for large scale transport infrastructure hubs: a stakeholder management approach

International Association of Maritime Economists Annual Conference, 2011, organized by International Association of Maritime Economics (AU), contributions: Michael Doods lecture after passing a selection procedure: Stakeholder management and path dependency in large-scale transport infrastructure development: the port of Antwerp case (1960-2010) (Santiago, Chile)

Port Performance Research Network, 2011, organized by Port Performance Research Network (CA), contributions: Michael Doods lecture after passing a selection procedure: Port Authority Strategy: Scoping document and collaborative research proposals (Santiago, Chile)

ECONSHIP conference, 2011, organized by University of the Aegean (GR), contributions: Michael Doods lecture after passing a selection procedure: Socio-economic impact of ports: development of a European port economic impact toolkit (Chios, Greece)

AOM 2010, Montréal, Canada, August 6-10, 2010

IAME 2010, Lisbon, Portugal, July 7-9, 2010, organized by International Association of Maritime Economists (IAME)

AOM 2009, Chicago, Illinois, USA, August 7-11, 2009



INFORMS 2008, Washington DC, USA, October 10-16, 2008.

IAME Dalian 2008, organized by International Association of Maritime Economists (IAME), Dalian, China, April 2–4, 2008. Hosted by Dalian Maritime University.

AOM (Academy of Management) conference 2008, Anaheim, Los Angeles, California, August 7-13, 2008. Participant in two interactive Professional Development Workshops on management consulting.

International Congress on Ports in Proximity: competition, cooperation and integration. Antwerp, Willemstad, Rotterdam, 5-7 December, 2007. Organized by Erasmus University Rotterdam and ITMMA – University of Antwerp.

IAME Athens 2007, organized by International Association of Maritime Economists (IAME), Athens, Greece, July 4–6, 2007. Hosted by ALBA University.

27ste Vlaams Economisch Congres. Mobiliteit en Grootstedenbeleid, Brussel, 19/20 oktober 2006.

IAME Melbourne 2006, organized by International Association of Maritime Economists (IAME), Melbourne, Australia, July 12 – 14, 2006.

45th Congress of the European Regional Science Association (ERSA), hosted by the Free University Amsterdam, Amsterdam, The Netherlands, August 23-27, 2005.

IAME Limassol 2005, organized by International Association of Maritime Economists (IAME), Limassol, Cyprus, June 23 – 25, 2005, hosted by the Cyprus Institute of Management.

44rd Congress of the European Regional Science Association (ERSA), hosted by APDR, “Regions and Fiscal Federalism”, Porto, Portugal, August 25-29, 2004.

10th World Conference on Transport Research (WCTR) 2004, organized by the World Conference of Transport Research Society (WCTRS), Istanbul, Turkey, July 4-8, 2004, hosted by Istanbul Technical University.

IAME Izmir 2004, organized by International Association of Maritime Economists (IAME), Izmir, Turkey, June 30 – July 2nd, 2004, hosted by Dokuz Eylül University.

International Association of Maritime Economists (IAME), Busan, Korea, September 3-5, 2003, hosted by Korea Maritime University.

43rd Congress of the European Regional Science Association (ERSA), hosted by School of Business and Economics, University of Jyväskylä and the Nordic Section of ERSA, “Peripheries, Centres and Spatial Development in the New Europe”, Jyväskylä, Finland, August 27-30, 2003. Young Scientist Sessions.

NECTAR Conference No 7, Centre for Regional Science, CERUM – UMEÅ University, Sweden ‘A NEW MILLENIUM. ARE THINGS THE SAME? Innovation, sustainability and efficiency in communication and transportation systems’, Umea, Sweden, June 13-15, 2003.

IAME Panama 2002, organized by International Association of Maritime Economists (IAME), ‘Maritime Economics: setting the foundations for port and shipping policies’. Panama City, 13-15 november 2002.

**PARTICIPATION TO OTHER INTERNATIONAL AND NATIONAL CONFERENCES (OR SEMINARS), AS PARTICIPANT, SPEAKER, OR CHAIR.**

Conference on the European Ports Policy Review: Unlocking the Growth Potential, 2012, organized by European Commission (BE), contributions: Michael Doms invited expert

Economics and Statistics Committee European Seaport Organisation, 2012, organized by European Seaports Organisation (BE), contributions: Michael Doms invited expert presentation final results PPRISM project (Venice, Italy)

European Seaports Organisation (ESPO) Annual Conference, 2012, organized by European Seaports Organisation (BE), contributions: Michael Doms participant (Gdansk, Poland)

International Association of Ports and Harbours (IAPH) mid-term conference and board meeting, 2012, organized by International Association of Ports and Harbors (JP), contributions: Michael Doms main lecture at invitation of the organization: Port Economic Contributions to Local Economy (Jerusalem, Israël)

Meet the Ambassador: Colombia, 2012, organized by VOKA (BE), contributions: Michael Doms other lecture - oral contribution: Presentation of the trade mission project (Brussels)

Scheldeconferentie 2012, 2012, organized by Management Producties (NL), contributions: Michael Doms Chairman: Introduction to the conference  
Several panels / interviews with leading CEOs: Christian Leysen, Eddy Bruyninckx, Daan Schalck,.. (Antwerp)

European Seaports Organisation Annual Conference, 2011, organized by European Seaports Organisation (BE), contributions: Michael Doms main lecture at invitation of the organization: Port Performance Indicators: Selection and Measurement: An overview (Limassol, Cyprus)

Flanders port area: inspiration day 11/10/11, 2011, organized by Vlaamse Overheid (BE), contributions: Michael Doms main lecture at invitation of the organization: Stakeholder management applied to the port environment (Meise)

Foodport / dryport joint seminar, 2011, organized by Foodport project (BE), contributions: Michael Doms main lecture at invitation of the organization: Intermodalism, seaports, and inland logistics: general issues and specific challenges for the (fresh) food sector (Bruges)

IACP Days 2011, 2011, organized by International Association of Cities and Ports (BE), contributions: Michael Doms other lecture - oral contribution : moderator: Economic development and stakeholders: introduction to panel discussion (Antwerp)

Scheldeconferentie 2011, 2011, organized by Management Producties (NL), contributions: Michael Doods Chairman: Inleidende bedenkingen + Interviews with leading CEOs (Eddy Bruyninckx (GHA), Hans van der Hart (Zeeland Seaports), Uwe Arndt (Bayer)) (Terneuzen, The Netherlands)

TAIEX Workshop on Port Regulations, Financing and Charging and Pricing Policies in Ports, 2011, organized by Taix Office - EU Organisation (BE), contributions: Michael Doods invited expert: Port financial management (Belgrado, Serbia)

IACP 2011, Antwerp, Belgium, June 9-10. Invited moderator and presenter on economic development and stakeholder management.

GOHB 2011, Brussels, Belgium, May 3. Seminar on the future vision for the port of Brussels: industrial or pleasure port?

Ecorys ism Erasmus Universiteit, 2010, June 22. Presentation and discussion during a closed workshop to an international delegation (Kenya) on the development of cluster strategy in Belgium/Flanders, within the Goal 4 project of the European Commission.

ESPO Conference 2010. Annual Conference of the European Seaports Organization, Helsinki, Finland, May 28-29, 2010.

ESPO Conference 2009. Annual Conference of the European Seaports Organization, Marseilles, France, May 14-15, 2009. Invited as a chair (parallel session on the consequences of the economic crisis).

ESPO Conference 2008. A port policy for all seasons. Annual Conference of the European Seaports Organization, Hamburg, Germany, May 29-30, 2008.

GreenPort / EcoPorts 2008 Conference, Amsterdam 27-28 February, 2008. Invited as a chair, with presentation (plenary session on stakeholder management).

ESPO Conference 2007. A port policy for all seasons. Annual Conference of the European Seaports Organization, Algeciras, Spain, May 31st and June 1st, 2007.

Mobilys Forum "Homo sapiens, Homo Mobilis?". Georganiseerd door de NMBS Holding, 13/16/17 November 2006 (Invited as a speaker).

ITMMAPS 2006. ITMMA Maritime and Port Symposium. Fostering seaports and beyond. October 25-27, 2006. Antwerp, Belgium. (Invited as a speaker).

ESPO Conference 2006 - A European Policy for Seaports - Suggestions on the way forward. Annual Conference of the European Seaports Organization, Stockholm, Sweden, June 1st and 2nd, 2006 (Invited a speaker and session chair).

Staatssteun voor haveninfrastructuur: distortie van concurrentie? Jubileumeditie 10de maritime symposium. Het Pand, Gent, 10 mei 2006. (Invited as a speaker)

IACP Port Transformations: Working towards a new generation of the Port – City. Invited as panel discussant (final discussion) and president of workshop 3: “Environment : factor of city port integration”. Rotterdam, December 1<sup>st</sup> and 2<sup>nd</sup>, 2005.

EABIS (European Academy of Business in Society) and HWZ. Good Practices in the Stakeholder Management of Companies: insights from intra- and inter-industry comparison in the financial services and telecommunications industry. Annual conference of the Center for Strategic Management at the University of Applied Sciences in Business Administration (HWZ) – Zurich, November 16<sup>th</sup>, 2005.

‘Public finance and charging systems in EU-ports’. Invited speaker on a closed workshop of the Portnet Project (Interreg IIIC funded) in the Port of Antwerp, September 15<sup>th</sup>, 2005.

Night Flights in Europe: Towards Legislation? State of the art and proposals, European Conference organised by “Ville et Aéroport” and ARC, with the support of the Committee of the Regions. Brussels, Belgium, June 2, 2005. (Invited as a speaker).

The role of the Freeport of Riga in creation of the new European logistics platform. International conference organised by the Freeport of Riga. Riga, Latvia, June 1-2, 2005 (Invited as a speaker).

Hoe de openbare dienstenrol van een haven veilig stellen? – Comment assurer les missions de service public d’un port?, Georganiseerd door de Gemeenschap van Ondernemingen in de Haven van Brussel (GOHB), Brussel, 24 mei 2005.

The Second EU Ports Package – The good or the last try? International Workshop organised by the University of Antwerp (European institute of maritime and transport law) and ESPO. University of Antwerp, Antwerp, Belgium. May 20, 2005.

Presentation of the Demonstrative Study of the FERRMED axis. Brussels, Belgium. May 4, 2005.

Workshop on the North West Europe (NWE) Spatial Vision Framework for Action. Brussels, Belgium. April 27, 2005.

Wonen en werken in het Land van Waas. Studienamiddag georganiseerd door het Intergemeentelijk Samenwerkingsverband Land van Waas, Sint-Niklaas, 27 januari 2005.

25<sup>th</sup> Conference of the Association for Institutional and Political Economy (VIPE/AIPE). Economic Evaluation of Transport Projects: Institutional Drivers and Impediments. November 26, 2004. University of Antwerp. (Chair of the session “Evaluation of transport investment projects”).

Rail meets Road. Ontmoetingen rond mobiliteit. Brussel, België. 20-21 januari 2004.

Dag van het onderzoek in de Humane Wetenschappen. Deelname met poster aan de bijhorende postersessie. Brussel, 16 december 2003.

The IACP Days “Inland Cities and Ports, strategies for sustainable development”, organized by International Association of Cities and Ports (IACP), Brussels, Belgium, 11-12 December 2003.

De ruimtelijke en economische ontwikkelingen in de havens van Terneuzen en Vlissingen. 26ste Benelux Havenstudiedag. Vlissingen, Nederland, 3 december 2003.

Bedrijfsleven versus vergunningen: voorkomen is beter dan genezen!. Georganiseerd door de Gemeenschap van Ondernemingen in de Haven van Brussel (GOHB). Brussel, 2 december 2003.

Solvay Day 03, Mergers and acquisitions: from strategy to reality. Seminarie georganiseerd door UDECS en Alumni Solvay VUB, Brussel, 14 november 2003.

Inland Waterway Transport Symposium. Symposium georganiseerd door Herman Vermeer, europarlementslid. Europees Parlement, Brussel, 22 mei 2003.

The IACP days about "Port Added Value", organized by International Association of Cities and Ports (IACP), Antwerp, Belgium, 16-17 may 2003.

Global Governance & Human Well-Being. Colloquium ter gelegenheid van 100 jaar Solvay Business School, Brussel, 26 maart 2003.

Haven van Brussel: hinder of troef voor het stadsleven?, Studiedag georganiseerd georganiseerd door de Gemeenschap van Ondernemingen in de Haven van Brussel (GOHB), Brussel, 3 oktober 2002.

Sustainable spatial-economic planning in (inland) ports: the influence of globalization and the rise of the multistakeholder approach. Toelichting van het eigen onderzoek op de ESP-navorsingsdag. Kasteel van Ham, Steenokkerzeel. 17 september 2002.

De toekomst van het goederenvervoer. Besloten workshop georganiseerd door het Vlaams Economisch Verbond (VEV), Antwerpen, 24 mei 2002.

Lezing door baron Leo Delwaide omtrent het economisch belang van de Haven van Antwerpen. Georganiseerd door: Financieel Forum Antwerpen, Antwerpen, 14 mei 2002.

European Commission, Environment Directorate General, Green Week: Our future, our choice. Changing our ways. Brussels, Belgium, April 15-19, 2002.

Instituut voor de aanmoediging van Innovatie door Wetenschap en Technologie in Vlaanderen (IWT), Innovation policy and Sustainable Development, Brussels, Belgium, 28 february – 1 March 2002.

#### **PARTICIPATION IN FACULTY POLICY AND MANAGEMENT**

- Program Director of the Master of Science in Management and the Master of Science in Bedrijfskunde (2011-present)
- Member of the Faculty Council (2002-2008 and 2010-present);
- President of the Marketing, Communication and Events task force of the Faculty (2010-present);

- Member of the Educational Council of the Masters in Management Engineering, Economics and Applied Economics (2002-present);
- Member of the joint VUB - ULB Solvay Business School integration task force 'executive education' (2003-2004);
- Member and secretary (in 2004) of the joint VUB - ULB Solvay Business School Joint Education Board for the International Master in Management Science (2004);
- Coordinator of the Solvay Management Program Executive education cycles at VUB (2002-2003).
- Member of the Consultation Committee Human Sciences (2004)

#### **PARTICIPATION IN UNIVERSITY POLICY AND MANAGEMENT**

- Vice-Chairman of the Board of Directors of the VUB (2005-2008);
- Member of the Board of Directors of the VUB (2002-2008);
- Member of the Board of Directors of the 'Universitaire Associatie Brussel vzw' (2003-2010);
- Member of the plenary Education Council of the VUB (2002-2004);
- Member of the Infrastructure Management commission (2002-2005 and 2010-present)
- President of the task force 'first work experience' (commissioned by the rector) – directly led to the creation of a Career Centre in cooperation with Randstad.
- Member (as expert, commissioned by the rector) in the review of the governance and organization structure of the VUB (2013-...)

#### **PARTICIPATION IN OTHER INSTITUTIONS POLICY AND MANAGEMENT**

- Member of the Board of Directors (Treasurer) of FM Brussel (City-region radio). Supervision of an annual budget of 2 million euros (2003-...).
- Member of the Board of Directors of Alumni Solvay vzw (2002-2006).

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