

Michael G. Jacobides

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Currently

2009-	London Business School	Sir Donald Gordon Associate Professor of Entrepreneurship & Innovation
2016-	Federal Reserve Bank of New York	Visiting Scholar
2015-	Industrial & Corporate Change	Co-Editor

Previously

2007-	London Business School	Associate Professor of Strategic & International Management
2000-2007	London Business School	Assistant Professor of Strategic & International Management
2006-2011	Advanced Institute for Management Research	Sumantra Ghoshal Fellow

Academic positions

2012- 13	New York University	Visiting Scholar (Visiting Research Professor), Management & Organization Department, Stern School of Management
2010	Bocconi University, Milan	Visiting Scholar
2008	Singapore Management Univ.	Distinguished Scholar
2007	University of Paris-XI	Professeur Invité
2006-07	Harvard Business School, Harvard University	Visiting Scholar
2004-05	The Wharton School, University of Pennsylvania	Senior Scholar, Management Department
2000	The Wharton School (OPIM Dept), University of Pennsylvania	Adjunct Assistant Professor of Information, Strategy, Systems & Economics
1998-2000	The Wharton School (Undergraduate Division), University of Pennsylvania	Lecturer in Management
1997-1998	Stanford University	Visiting Scholar Economics Department and Strategy Group, GSB
1996-1997	University of Cambridge	Visiting Scholar, Judge Institute of Management Studies. Graduate rights, Trinity College

Education

12/2000	The Wharton School, University of Pennsylvania	PhD in Management (Strategy) Advisor: Prof. Sidney G Winter. GPA 3.98/4 Fellow, Wharton Decision Sciences Interdepartmental Group, 1996-2000 Thesis: Unbundling and Reconfiguring the Mortgage Banking Value Chain: A Longitudinal Analysis of Vertical Scope, Institutional Form, Strategy and Profit Distribution
1996	The Wharton School, University of Pennsylvania	MA, Applied Economics & Managerial Science Major: Strategy; Minor: Decision & Information Science. GPA 3.96/4
1992	School of Economics, Athens University	BS, Economics Economic Policy; IO & Technology; Econometrics. <i>Summa Cum Laude</i> , GPA 9.6/10

Refereed Journal Publications

- M.G. Jacobides J.P. MacDuffie and C.W Tae, 2016, “Agency, Structure, and OEM Dominance: Change and Stability in the Automotive Sector”, *Strategic Management Journal*, Vol 37, No. 9: 1942-1967.*
- M.G. Jacobides and C.J.W Tae, 2015. “Kinpins, bottlenecks and the dynamics of value migration”, *Organization Science*, Vol 26, No 3: 889-907.*
- M.G. Jacobides, 2015, “What drove the financial crisis? Structuring our historical understanding of a predictable evolutionary disaster”, *Business History*, Vol 57, No 5: 716-735.*
- M.G. Jacobides and A. Kudina, 2013, “How Industry Architectures Shape Success when Expanding in Emerging Economies”, *Global Strategy Journal*, Vol 3, No. 2: 150-170.*
- M.G. Jacobides, S.G. Winter and S.M. Kassberger, 2012, “The Dynamics of Profit, Wealth, and Competitive Advantage”, *Strategic Management Journal*, Vol 33, No. 12: 1384–1410.*
- M.G. Jacobides and S.G. Winter, 2012, “Capabilities: Structure, Agency and Evolution”, *Organization Science*, Vol 23, No. 5: 1365-1381*
- S. Brusoni, M.G. Jacobides and A. Prencipe, 2009, “Strategic Dynamics of Industry Architectures and the Challenge of Knowledge Integration”, *European Management Review*, Vol 6: 209–216.*
- M.G. Jacobides, 2008, “How Capability Differences, Transaction Costs, and Learning Curves Interact to Shape Vertical Scope”, *Organization Science*, Vol. 19, pp. 306–326*
- M.G. Jacobides, 2008, “Playing Football in a Soccer Field: Value Chain and Structure, Institutional Modularity, and Success in Foreign Expansion” *Managerial and Decision Economics*, Special Issue on Strategy (M. Peteraf & C. Maritan, eds.), Vol. 29, pp. 257–276.
- M.G. Jacobides, 2007, “The Inherent Limits of Organizational Structure and the Unfulfilled Role of Hierarchy: Lessons from a Near War”, *Organization Science*, Vol. 18, pp. 455–477.
- M.G. Jacobides and S.G. Winter, 2007, “Entrepreneurship and Firm Boundaries: The Theory of A Firm”, *Journal of Management Studies*, Special Issue on Entrepreneurship and the Entrepreneurship of the Firm (J.B. Barney & S. Alvarez, eds.), Vol. 44, pp. 1213–1241.
- M.G. Jacobides, T. Knudsen and M. Augier, 2006. “Benefiting from Innovation: Value Creation, Value Appropriation and the Role of Industry Architectures”, *Research Policy*, Vol. 35, pp. 1200–21
- M.G. Jacobides and S. Billinger, 2006. “Designing the Boundaries of the Firm: From ‘Make, Buy or Ally’ to the Dynamic Benefits of Vertical Architecture”, *Organization Science*, Vol. 17, No. 2 March/April: pp. 249–261
- M.G. Jacobides, 2006. “The Architecture and Design of Organizational Capabilities”, *Industrial and Corporate Change*, Vol. 15, No. 1, February: pp. 151–171
- M.G. Jacobides and L.M. Hitt, 2005. “Losing Sight of the Forest for the Trees? Productive Capabilities and Gains from Trade as Drivers of Vertical Scope”, *Strategic Management Journal*, Vol. 26, No.13, pp. 1209–1227
- E. Cacciatori and M.G. Jacobides, 2005. “The Dynamic Limits of Specialization: Vertical Integration Reconsidered”, *Organization Studies*, Vol. 26, No.12, December: pp. 1851–1883
- M.G. Jacobides, 2005. “Industry Change through Vertical Dis-integration: How and Why Markets Emerged in Mortgage Banking”, *Academy of Management Journal*, Vol. 48, No. 3, June: pp. 465–498
- M.G. Jacobides and S.G. Winter, 2005. “The Co-evolution of Capability and Transaction Costs: Explaining the Institutional Structure of Production”, *Strategic Management Journal*, Vol. 26, No.5, May: pp. 395–413
- M.G. Jacobides and D.C. Croson, 2001. “Information Policy: Shaping the Value of Agency Relationships”, *Academy of Management Review*, Vol. 26, No. 2, April: pp. 202–223

Papers under review or invited chapters

M.G. Jacobides, C. Cennamo and A. Gawer, 2017, “Toward a theory of Business Ecosystems” Revise and Resubmit, (revised version submitted 3/17), *Strategic Management Journal*

N. Cetorelli, M.G. Jacobides and S. Stern, Transformation of Corporate Scope in US Banks: Patterns and Performance Implications, under review (submitted 6/17), *Review of Financial Studies*

M.G. Jacobides, F. Veloso and C. Wolter, 2016, “Ripples through the Value Chain and Positional Bottlenecks: Innovation and Profit Evolution in a Competitive Setting”, reject and resubmit (under development), *Strategy Science*.

M.G. Jacobides, “Architecture and Dynamic Capabilities”, Invited Chapter in the forthcoming Handbook of Dynamic Capabilities, Oxford University Press, D.J. Teece, ed (scheduled for late 2017)

Current Drafts / Projects

M.G. Jacobides, J. Rico Saavedra and M. Umana, 2016, “The Dynamics of Change and Stability in Private Equity’s Industry Architecture”, working paper (presented to the EGOS 2016 Conference, Naples; under redrafting)

N. Cetorelli, M.G. Jacobides and S. Stern, 2016, “Scope, Organizational Structure and Business Model Change in US-based Bank Holding Companies”, a project description and guide to the database, June 2015. From this database, the following papers are being developed and scheduled:

- Alfred Chandler goes to the Casino: (Banking) Diversification as a mean-reducing, variance increasing bet
- Organizational complexity, timing and the diversification discount in banking
- The impact of growth paths on success and resilience: Evidence from banking
- Beneath the bubble that burst: Structure, conduct, and performance of Bank Holding Companies 1986-2016.

Other Publications

M.G. Jacobides, 2017, “Greek Administration and the “Tragic Trident”: The Organizational Foundations of the Greek Malaise”, *Greek Economy: Beyond the Crisis*, C. Meghir, C. Pissarides, D. Vayanos, N. Vettas, MIT Press (forthcoming- September), and in Greek (translated book- forthcoming, October), University of Crete.

M.G. Jacobides and M. Umana, 2017, “What you pay and what you get: The evolution of fund terms, fundraising, and returns in Private Equity” Adveq Research Series report, LBS Institute of Private Equity, London: June.

World Economic Forum (M.G. Jacobides, M. Drexler and J.R. Saaverda), 2015. The Future of Alternative Investments, a series of three reports, WEF Publications, Geneva/New York: October.

M.G. Jacobides and J.R. Saaverda, 2015, “The Shifting Business Model of Private Equity: Evolution, Revolution, and Trench Warfare”, Adveq Research Series report, Collier Institute of Private Equity, London: October.

M.G. Jacobides, 2014, “Industry Architecture”, *Palgrave Encyclopedia of Strategic Management*, M. Augier & D.J. Teece (ed), in press, DOI 10.1057/9781137294678.0799.

M.G. Jacobides, 2014. “Before prescribing the medicine, we need to better diagnose the malady”, *Europe’s World*, Autumn, 88-89

M.G. Jacobides, 2014, “From Black Swans to Grey Rhinos: Four ways Academics can help Managers”, *McKinsey Quarterly*, 50th Anniversary Edition, No 3: 57-60.

M.G. Jacobides, M. Drexler and J. Rico, 2014, “Regulation Reframed,” *Business Strategy Review*, Vol 25, No. 2: 21–25.

M.G. Jacobides, M. Drexler and J. Rico, 2014, “Rethinking the future of financial services: A structural and evolutionary perspective on regulation,” *Journal of Financial Perspectives*, Vol 2, No 1: 47-72

M.G. Jacobides and J.P. MacDuffie, 2013, “How to Drive Value your Way”, *Harvard Business Review*, Vol 91, No. 7: 92-100.

M.G. Jacobides, 2013, “Rethinking Financial Architecture”, *How to Run a Bank*, The Banker Editions: 50-51.

M.G. Jacobides, 2013, “Time to tackle EU governance”, *How to Run a Bank*, The Banker Editions: 32-34.

M.G. Jacobides, 2013, “What Next for the Eurozone?” *Business Agenda*, January: 14-17.

C.W. Tae and M.G. Jacobides, 2012, “How Value Migrates Within an Industry Architecture: Kingpins, Bottlenecks and Evolutionary Dynamics”, *Best Papers Proceedings of the 2012 Academy of Management Meetings*

- M.G. Jacobides, 2012, “The Real Issue with Greece”, *Business Strategy Review*, Vol 23, No 2, pp. 64-67
- M.G. Jacobides, R Portes and D Vayanos , 2011, “Greece: The Way Forward” *EU Vox*, November (Longer version available as White Paper, London Business School, October)
- M.G. Jacobides, 2011. Strategy Bottlenecks: How TME Players can Shape and Win Control of their Industry Architecture, *Insights*, vol 9 no 1, pp. 84-91
- M.G. Jacobides, 2011, *The Future of Finance: Issues in re-shaping the Sector’s Landscape*, AIM Research Briefing
- M.G. Jacobides, 2010, “The Play’s the Thing”, *Business Strategy Review*, Vol. 21, Issue 2, pp. 58–63
- M.G. Jacobides, 2010, “Playscript your Strategy”, *Strategy Magazine*, June, pp. 14–16
- M.G. Jacobides, 2010, “Strategy Tools for a Shifting Landscape”, *Harvard Business Review*, Vol. 88, No. 1, January–February, pp. 76–85
- Reprinted in the Chinese, Italian, Brazilian, Spanish *HBR* collection and syndicated material. Also included in *Reinvention*, the *HBR* Spotlight Article Collection, Product 12712
- M.G. Jacobides and S.G. Winter, 2010. “Survival of the Reckless: Feedback, Foresight and the Evolutionary Roots of the Financial Crisis”, appeared in the *American Economics Association Meetings Electronic Proceedings*, January
- M.G. Jacobides, 2009, “Don’t Let this Crisis go to Waste”, *Business Strategy Review*, Vol. 20, No. 3, pp. 71–75
- M.G. Jacobides, 2009, “New ways of thinking about Business”, *Financial Times Mastering Management Series*, February 23, and online supplement. Reprinted in *Managing in a Downturn: Leading Business thinkers on how to grow when markets don't* (as Chapter 22), FT-Pearson: London, 2009
- M.G. Jacobides, 2008, “Industry Change through Vertical Disintegration: How and Why Markets Emerged in Mortgage Banking”, reprint of *Academy of Management Journal in Organizational Learning and Knowledge Management*, Edward Elgar Publishing, April***
- M.G. Jacobides, T. Knudsen and M. Augier, 2006. “Who Does What and Who Takes What: Benefiting from Innovation”, *AIM Management Briefing*, December
- M.G. Jacobides, 2005. “Industry Change through Vertical Dis-integration: How and Why Markets Emerged in Mortgage Banking”, *Academy of Management Journal*, Vol. 48, No. 3, June: pp. 465–498
- M.G. Jacobides and S.G. Winter, 2005. “The Co-evolution of Capability and Transaction Costs: Explaining the Institutional Structure of Production”, *Strategic Management Journal*, Vol. 26, No.5, May: pp. 395–413
- M.G. Jacobides, 2002. “Mortgage Banking Unbundling”, *Housing Finance International* July: pp. 3–13
- M.G. Jacobides, 2001. “Technology with a Vengeance: The New Economics of Mortgaging”, *Mortgage Banking*, October: pp. 118–130
- M.G. Jacobides, 2001. “Case-Study in Capabilities-Based Restructuring: Mortgage Banking” *The Banker*, October (supp): p. 12
- M.G. Jacobides, 2001. “Mortgage Banking Unbundling: Structure, Automation and Profit”, *Mortgage Banking*, 28–40
- D.C. Croson and M.G. Jacobides, 1997. “Agency Relationships and Monitoring in Electronic Commerce”, *International Journal of Electronic Commerce*, Vol. 1, No. 3, Spring: pp. 65–82
- M.G. Jacobides, 1995. “The Housing Sector in the Hellenic Reality: An Assessment of Major Economic Aspects”, *TOPOS, Review of Urban & Regional Studies*, Vol. 9, April: pp. 3–40 (Greek)
- M.G. Jacobides, 1992. “A Macro-economic Approach to Venture Capital: Elements of a Dynamic Analysis”, *Bulletin of the Hellenic Banks' Association*, Second Quarter: pp. 181–200 (Greek)
- M.G. Jacobides, 1991. “Venture Capital: Historical Overview and a Functional Analysis”, *Bulletin of the Hellenic Banks' Association*, Third Quarter: pp. 141–159 (Greek)

Older Papers in development

- M.G. Jacobides, 2014. “A look at the Dark Side of Business Model Innovation: Epistemic Ignorance, Systemic Side-effects and the 2008 Financial Crisis”, Working Paper, London Business School

M.G. Jacobides and S.G. Winter, 2011. “Survival of the Reckless: Feedback, Foresight and the Evolutionary Roots of the Financial Crisis”, appeared in the American Economics Association Meetings Electronic Proceedings, 2010, then revised, now as Working Paper, London Business School.

P. Puranam and M.G. Jacobides, 2011 “The Dynamics of Coordination Regimes: Implications for Organization Design”, Working Paper, London Business School, June

D.C. Croson and M.G. Jacobides, 2008 “Small Numbers Outsourcing: Efficient Procurement Mechanisms in a Repeated Agency Model”, third revision invited, *Journal of Industrial Economics*, 2007; withdrawn, now Working Paper, London Business School

Older working papers

M.G. Jacobides, 2009, “Financial Meltdown, Global Recession, and Academic Failings: Why we should have known better and why we need to understand industry architectures”, working paper, London Business School, August.

S. Billinger and M.G. Jacobides, 2007, “How to fend off Commoditization through Strategic Boundary Design”, (reject and resubmit received but not sent in, *Organization Science*).

M.G. Jacobides, 2009, “Shape your Sector and Win” (invited for resubmission to the *Sloan Management Journal*, dormant.)

M.G. Jacobides, S.G. Winter and S.M. Kassberger, 2007. “Wealth, Profit, or Sustained Advantage: Which should be the Dependent Variable of Strategy?”, working paper, London Business School and the Wharton School, January.

N. Pisanias and M.G. Jacobides, 2006. “Unfulfilled Promises: Why Information Technology Failed to Transform the Re-insurance Sector”, working paper, Leverhulme Project on the Digital Divide, London Business School, July.

S. Billinger and M.G. Jacobides, 2006. “Changing the Firm’s Digital Backbone: How Information Technology shapes the Boundaries of the Firm”, working paper, Leverhulme Project on the Digital Divide, London Business School, January.

M.G. Jacobides, 2003. “Explaining the Long Cycles of Deconstruction: Information, Coordination, and Modularity”, working paper, Leverhulme Project on Digital Divide, London Business School.

A. Bailey, M. Belezina and M.G. Jacobides, 2002, “Securitization as a Catalyst for Change in Industry Structure”, Centre for the Network Economy working paper, London Business School.

M.G. Jacobides, 2001, “Innovation Regimes: Explaining Industry Patterns and Success in Innovation”, and “Technology, Firm Attributes and the Economic Environment: Critical Review of the Drivers of Innovation and Industry Patterns”, (third-round resubmission invited in 2002, *Industrial and Corporate Change*, dormant.)

D.C. Croson, M.G. Jacobides and A. Nguyen, 2001. “Explaining Entry Decisions and Crowdedness in B2B Markets”, working paper, Center for the Network Economy, London Business School.

M.G. Jacobides, 1999. “Beyond the Firms vs. Markets Dichotomy: A Structural View on Governance Forms”, mimeo, the Wharton School.

M.G. Jacobides and D.C. Croson, 1997. “Small Numbers Outsourcing: How Can it Work?”, Operations and Information Management Department Working Paper, The Wharton School, January.

Citations (as of May, 2017)

ISI Web of Science: 835 cites. Google Scholar: 3,878 cites. H-index: 18. I-10 index: 24

Harzing’s *Publish or Perish* (Google-based): 3,884 cites. H-index: 18. G-index: 59.

Research affiliations

2006–11	Advanced Institute for Management Research (AIM)	Sumantra Ghoshal Fellow £221,000 grant from the ESRC to buy out teaching for one year and support research on value-chain evolution and profit migration in the UK and the US. ESRC output rated as “Outstanding” (2008) Follow-on grants on linking theory and practice: The changing architecture of financial services (£38,000); Turning around organizations in trouble (£7,600), 2010–11
2002–2006	London Business School	Principal Investigator, Leverhulme Trust Program on ICT / Digital Divide Responsible for the research on how Information and Communication Technologies (ICT) are transforming firm and industry boundaries, and profit migration. Funds allocated: £465,000 out of the £1,100,000 total
2004–	The Alfred P. Sloan Foundation	Affiliate, Industry Studies Program
2000–	Wharton Financial Institutions Center	Senior Fellow
1998–2000	Wharton Financial Institutions Center	Sloan Fellow
1996–2000	Huntsman Center for Global Competition and Innovation, The Wharton School	Senior Research Associate, Emerging Technologies Management Research Program

Research grants and funding (*incomplete*- as of end of 2014)

2014	Coller Institute of Private Equity	£25,000 support for the Adveq Research Series on researching the changing business model of Private Equity
	Deloitte Institute for Innovation and Entrepreneurship, London Business School	£11,800 on research on business model innovation and its downside in Bank Holding Companies
2012	World Economic Forum	c. \$25,000 in personal funds, c.\$45,000 in research support and \$15,000 in travel support for the Alternative Investments 2020 Project, in addition to ad hoc support for travel and expenses for WEF projects (ongoing).
2011	Deloitte Institute for Innovation and Entrepreneurship, London Business School	£13,200 to support research on the evolution of the US mortgage finance market and the architecture of financial services
2011	Anonymous donor, personal donation (through London Business School)	£14,000 to support engagement with, and workshop for, senior policymakers and academics on the Greek debt crisis, October 2011, and advancement of a related white paper
2011	Higher Education Investment Fund, London Business School	£14,960 to support meeting / workshop for senior policymakers and academics on the Greek debt crisis, London, October 2011
2008–10	Management Innovation Lab, London Business School	£12,000 to support research on industry architecture change
2007	Chris Ingram Fund, London Business School	£12,500 to support research as the inaugural Chris Ingram Faculty Fellow
2001–15	London Business School	Grants for research development (RAMD), cumulative, c. £162,000
2001–02	Centre for the Network Economy, London Business School	£50,000 grant to research the impact of information technology on firm and industry boundaries £9,000 grant to study the entry patterns and crowdedness in B2B markets
2001	Strategic Leadership Research Program, London Business School	£13,500 grant to research strategic implications of changing scope, and use of information in agency relations
1994–2000	The Wharton School	Research grants, cumulative, c. \$110,000, from centres including Huntsman Center for Global Competition and Innovation; Deloitte & Touche Chair in Management; Financial Institutions Center. Award of \$24,000 from PhD Vice-Dean for scholarship in Stanford & Cambridge

Distinctions

May 2015	London Business School	Best Teacher Award Runner-up, Executive MBA Programmes
November 2011	Strategic Management Society Meetings	Best Paper Award Nomination (and runner-up Prize, \$750)
April 2009	European Management Development Board	Best Corporate Program Award Co-recipient for the Lufthansa “top 200” CMD Program (faculty and helped shape the design), Brussels
April 2006	Sloan Foundation Industry Studies	Best Paper Award
June 2004	J.A. Schumpeter International Society	Finalist, bi-annual prize, June
February 2004	<i>Organization Science</i> winter conference	Best Presentation Award
August 2003	Academy of Management Meetings, Seattle, WA	Best Paper Award Nominee
2001	Richard R. Nelson Thesis Award	Honorable Mention Sponsored by the Consortium on Cooperation & Competition
November 2001	Strategic Management Society Meetings	Best Paper Finalist (and award runner-up)
May 2001	London Business School	Innovation in Teaching Award Co-recipient for the Young Professionals Executive Program
May 2000	Wharton Evening School Programs	Teacher of the Year Award
December 1996– January 1998	The Wharton School	Ad hoc Visiting Scholar Travel and Research Scholar Awarded by the Vice Dean and co-sponsored by Wharton’s Management Department
1994–1998	NATO (North Atlantic Treaty Organization)	Science Scholar

Student scholarships

1999–2000	Mortgage Bankers Association	Dissertation Fellowship Grant
1994–1998	NATO Science Program	Fellow
1995–1998	M.K. Varvaressos Foundation	Scholar
1994–1995	Lilian Voudouri Foundations’	Award for Postgraduate Studies
1990–1992	Athens University	Recipient of the Varykas Honorary Scholarship
1988–1992	Greek National Foundation (IKY)	Scholar

Research interests

Overall interest	Drivers & implications of architecture of economic activities. Research on how labor is divided in companies (vertical architecture) and in industries (industry architecture). Implications of this architecture for sector- and firm-level profitability and innovation; drivers and implications of heterogeneity on competitive dynamics.
Specific areas of interest	Managing a firm’s scope, changes in an industry’s scope, and how technology affects both. Value chain evolution; cycles of vertical dis-integration and re-integration, and profit migration. Industry change. The process of strategic planning under uncertainty and industry change. Policy in the context of changing firm and industry boundaries, and limits to current planning tools. Organizational design, its drivers and its consequences. How cognitive limitations shape, and are reinforced by, the division of labor within and between firms. Research and policy relating to the architecture of the Financial Services sector; intersection of strategy & finance. Research on Turnarounds, as well as on administrative redesign, especially in relation to Greece. EU structural policy issues, and policies to promote growth through entrepreneurship & innovation.

Academic presentations

- 2017 “Toward a theory of Business Ecosystems”
Invited research seminar, EPFL, Lausanne, March 2017
Invited research EOI Seminar, The Wharton School, March 2017
Invited research seminar, LUISS, University of Rome, April 2017
Plenary panel, Imperial Business School Conversations on Innovation & Entrepreneurship, June 2017
Invited research seminar, Digital Initiative, MIT (Scheduled for November, 2017)
“The dynamics of change and stability in the Private Equity industry architecture”
Invited research seminar, ETHZ, January 2017
“Transformation of Corporate Scope in US Banks: Patterns and Performance Implications”
Invited research seminar, Management Dept, The Wharton School, March 2017
Plenary panel presentation, Blockchain and the Constitution of a new Financial Order, UCL, June 2017
- 2016 Invited presentation (joint w N Cetorelli), Federal Board of Reserves, Washington DC, December 2016
Invited research seminar, Hitotsubashi University, Tokyo, April 2016
Invited research seminar, EPFL, March 2016
Invited research seminar, ETHZ, February 2016
“Firms and Organizations: Some critical thoughts”, ICC conference: Beyond Technological Innovation and Diffusion, U of California, Berkeley, December 2016
“Paradigm Shift or Label Profusion? A Critical Examination of Ecosystems in Strategy Research”
Invited research seminar, Tokyo U, April 2016
Invited research seminar, Cass Business School, June 2016
Invited research seminar, Bocconi U, October 2016
Panelist of the “Innovation Ecosystems and Sustainable Mobility” extension of the Strategic Management Society Meetings, Berlin, September 2016
“Strategic and Organizational Challenges in a World of Colliding Ecosystems” session organizer and presenter, and
“The Transformation of Mobility: Challenges For Firms And New Directions For Strategy Research”, session chair and panelist, Strategic Management Society Meetings, Berlin, September 2016
“Change and stability in the Private Equity Industry Architecture”, presentation and discussion in the EGOS Meetings, Naples, July 2016.
- 2015 “Inside the black box of Bank Holding Company Innovation: Drivers and implications for trailblazers and laggards”,
Invited research seminar (with N. Cetorelli), Bank of England, September 2015.
“Ecosystem, platform and Industry Architecture Research: Re-focusing the Agenda”, showcase symposium (with R.Adner, M. Cusumano, M. Iansiti, M. Schilling), organizer, and presented paper with A. Gawer and C. Cennamo, Academy of Management Meeting, Vancouver, August 2015.
“Creating and capturing value in ecosystems: Bottlenecks and strategies” (with G. Ahuja, C. Baldwin, R. Casadesus-Massanel, D. Hannah), symposium organizer and presented paper with F. Veloso and C. Wolter, Academy of Management Meetings, Vancouver, August 2015.
“Industry Convergence: Drivers, Mechanisms, and Consequences”, discussant in symposium (with G. Lee, J. Prescott, N. Stiglitz, M. Tripsas, C. Tucci), Academy of Management Meetings, Vancouver, August 2015.
“Business Model in their Competitive Context: Structuring our Understanding”, keynote to the ESRC meeting on Business Models, UWE, Bristol, March 2015.
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- 2014 “The Dark Side of Business Model Innovation: Epistemic Ignorance, Systemic Side-effects and the 2008 Crisis”
LBS/Deloitte Institute for Innovation & Entrepreneurship Conference, Ditchley Park, September, 2014.
Bocconi Future of Capitalism Conference, Milan, October 2014.
Cambridge U, Judge Institute invited seminar, October 2014.
“Agency, structure, and incumbents’ dominance: Change and stability in the automotive sector” (w CJ Tae & JP MacDuffie), invited seminar, Singapore Management University, October 2014.
“Business Model in their Competitive Context”, showcase panel organizer and presenter (with N. Foss, C. Markides, JE Ricart, C. Zott) Strategic Management Society Meeting, Madrid, September 2014.

“Strategy Frameworks: In Quest of Relevance in a Turbulent World” showcase panel presenter and organizer (with M. Hirt, R. Grant, D. Simpson A. Webb), Strategic Management Society Meeting, Madrid, September 2014.

“Competitive Dynamics and Strategy in Platform-Based Markets”, panel participant (with C. Cennamo, G Dagnino, G. Parker, R. Seamans), Strategic Management Society Meeting, Madrid, September 2014.

“The aggregate level for strategy research: Industries, ecosystems or architectures?”, showcase symposium (with S.G. Winter, C. Helfat, R. Adner, D. Yao), Academy of Management Annual Meeting, Philadelphia, August 2014

“Where do Capabilities Come From?”, symposium (with J. Barney, T. Zenger, T. Felin,), Academy of Management Annual Meeting, Philadelphia, August 2014

“Should the individual be the indispensable starting point in strategy research?”, Plenary debate (w J. Barney, T. Felin, R. Coff, R. Durand), Strategic Management Society Meeting on Microfoundations, Copenhagen, June 2014

“A look at the Dark Side: Business Model Innovation and the 2008 Financial Crisis”

Strategic Management Society Meetings, Paper presentation, September 2014

Bocconi U, Management Dept Seminar, May 2014

NYU-Stern Management & Organization Seminar, April 2014

Strategy & Entrepreneurship Seminar, London Business School, February 2014

2013 “Value Migration and Value Stasis in Business Ecosystems”
Keynote presentation to the Cambridge Manufacturing Symposium, September 2013

“The Origins (or Evolution) of Organizational Capabilities”

Showcase Symposium presentation, Academy of Management Meetings, Orlando, August 2013

“Creating and capturing value in Changing Ecosystems: From Research to Rethinking Teaching and Advice”

Symposium presentation (& co-organizer w R Adner) Academy of Management Meetings, Orlando, August 2013

“Of Platforms and Industries: New Business Models and how we analyze them”

Plenary presentation to the PDW on Platforms and Business Models, Academy of Management Meetings, Orlando

“Ripples down the Value Chain” (with F. Veloso & C. Wolter)

Wharton Technology Mini-conference Presentation, April 2013

“When value Sticks: How OEMs Still Rule the Automobile Sector” (with JP MacDuffie & C Tae)

Stanford U, Social Science & Technology Seminar, (w JP MacDuffie presenting), October 2013

Plenary presentation to the PDW on Automotive Research, Academy of Management Meetings, Orlando, August 2013

Dartmouth U, Tuck School of Business Seminar, January, 2013

Bocconi U Seminar, January, 2013

2012 Paper presentation at the 2012 Strategic Management Society Meetings, Prague, October 2012
Academy of Management Symposium (BPS/OMT/ENT) presentation (organizer), August 2012
Industry Studies Association Annual Meeting, Pittsburgh, PA, May 2012

“Ripples Through the Value Chain: How Innovation shapes Scope and Profit” (with F. Veloso and C. Wolter)

NYU-Stern Management & Organizations Dept Brownbag Series Presentation, October 2012

Industry Studies Association Annual Meeting, Pittsburgh, PA, May 2012

“Administrative Lessons From Macro-economic Tragedies: The Euro and Greece”

Plenary Panel presentation at the 2012 Strategic Management Society (organizer), Prague, October 2012

“Computational Methods: Why, when, and some illustrations”

Panel presentation at the 2012 Strategic Management Society, Prague, October 2012

“Strategy in Ecosystems: Understanding Interdependencies, tracking Value Migration”

Showcase Panel presentation at the Academy of Management Meetings, Boston, August 2012

“Why Study Industries? A user and producer’s guide to industry-based research”

Presentation to the Industry Studies PDW, Academy of Management Meetings, Boston, August 2012

“Beyond Five Forces: Kingpins, Bottlenecks and Value Migration” (with C.W Tae)

Academy of Management paper presentation (Best Papers proceedings), August 2012

Wharton Technology Mini-conference, Philadelphia, PA, April 2012

“The Changing Industry Architecture of Financial Services”
Industry Studies Association Annual Meeting, Pittsburgh, PA, May 2012
Bank of Greece Seminar, February 2012

“Competing in a Shifting Landscape”
Athens University of Economics & Business Distinguished Address, February 2012

“Modelling Business Strategies and changing Industry Architectures”
Presenter and co-organizer (with Juergen Jost, Massimo Warglien, Thorbjorn Knudsen) of the three-day workshop at the Max Plank Institut for Mathematical Sciences, Leipzig, January, 2012

“The administrative basis of the Greek Crisis”
Presentation in the administrative redesign panel and closing address of the RedesignGreece conference (convenor), January 2012.

2011 “The Architecture of Openness: What the changing face of mobile telco can teach us about knowledge, Innovation and Strategy” (panelist and organizer, with C. Baldwin, P. Natterman, E. Mollick)
Plenary Panel, Knowledge Management & Innovation Division, Strategic Management Society, November 2011

“How value is distributed between industry segments and why” (with C.W. Tae)
The Wharton School, EOI Seminar, November 2011
Strategy Group, Rottman School, U of Toronto, November 2011

“From Restructuring to Administrative Redesign”
Presentation at the Workshop on the Greek Crisis (co-organizer), London Business School, October 2011

“Changing Industry Architectures in the Art World”
Sotheby’s Institute of Art & Cambridge University Conference on Risk and Uncertainty in the Art World, London, September 2011

“The Dynamics of Coordination Regimes: Implications for Organization Design” (with P. Puranam)
DRUID Meetings, Copenhagen, June 2011
Strategic Management Society Meetings, Miami, November 2011

“Ripples through the Value Chain: Scope and Profit Evolution as Technology Changes” (with C. Wolter and F. Veloso)

Strategic Management Society (best paper award nominee), Miami, November 2011
University of Venice, Ca’Foscari, May 2011
Pisa, SSS’ Anna, April 2011
Bocconi U, CROMA/KiTES Seminar, March 2011

2010 “Capabilities: Structure, Agency and Evolution” (with S.G. Winter)
Plenary Panel (co-organizer of the Panel), Strategic Management Society Meetings, Rome, September, 2010
DRUID Conference Presentation, London, June 2010
Organization Science Conference, Bergen, May 2010

“Advances in Formal Modeling of Resources & Capabilities”
Showcase Symposium presentation (and co-organizer of the symposium), Academy of Management, Montreal, August, 2010

“Representations and Strategy Prescription: Abstractions of Space, Abstractions of Action”
Workshop for the Strategic Management Society meetings (and co-convenor of the workshop), Venice, September 2010
PDW presentation (co-organizer of the PDW), Academy of Management, Montreal, August, 2010

“Simulation of Organizations: From Concept to Application”
PDW presentation, Academy of Management, Montreal, August, 2010

“Survival of the Reckless: How the U.S. Mortgage Market Evolved Toward Disaster”(with S.G. Winter)
Panel presentation, Academy of Management, Montreal, August, 2010 (co-organizer)
Paper presentation, Schumpeter International Society Biannual Meetings, Odense, June 2010
Panel presentation (and panel co-participant on “Evolutionary perspectives on the Financial Crisis”, jointly with Giovanni Dosi, Robert Schiller, Joe Stiglitz), *American Economic Association Meetings*, January, 2010

“Business History meets Industry Evolution: The Recent Financial Services debacle as evidence and food for thought”
Presentation at the workshop on “Industry Evolution Meets Business History” (co-convenor of the workshop sponsored by the *Business History Review*), Trinity College, Dublin, March 2010

- 2009 “Lessons from the Financial Meltdown: Rethinking Strategy and Policy”
 Plenary / Keynote Panel Presentation, (and co-organizer of the Panel), Strategic Management Society Meetings, Washington DC, October 2009
 “Who becomes the winner in an industry? How dynamics within a segment shape the segment’s position in the industry architecture” (with C.W. Tae)
 Seminar, EPFL, Lausanne, March 2010
 Seminar, Georgetown U Business School, October 2009
 Seminar, Università L. Bocconi, Milan, September 2009
 Academy of Management Symposium Presentation, Chicago IL, August 2009
 Presentation to the DRUID Conference, Copenhagen, June 2009
 Seminar, University of Southern Denmark, Odense, June 2009
 “From Maps to Plots: Re-inventing Strategy”
 Seminar, University of Venice-Ca’Foscari, Seminar, September 2009
 “Business Models in Context and the Role of Industry Architecture”
 Academy of Management Symposium Comments, Chicago IL, August 2009
 “Infrastructure and Management Research: Some Reflections Moving Forward”
 Academy of Management PDW Discussion, Chicago IL, August 2009
 “Formal Modeling, Simulation and Management Research”
 Academy of Management PDW Comments, Chicago IL, August 2009
 “The Architecture of Economic Activities (and Architectural Innovation): Product, Organization, Sectoral Level of Analysis”
 Academy of Management PDW Discussion, Chicago IL, August 2009
 “Scope, Boundary Choices and Profit Evolution over the Industry Life-Cycle” (with F. Veloso and C. Wolter)
 Academy of Management Symposium Presentation, Chicago IL, August 2009
 Presentation to the DRUID Conference, Copenhagen, June 2009
 London Business School SIM Seminar, London, May 2009
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- “Financial Meltdown, Global Recession, and Academic Failings: Why we should have known better and why we need to understand industry architectures”
 Academy of Management Symposium Presentation, Chicago IL, August 2009
 Presentation in the “Industry Transformations” Track (and Track co-Chair), EURAM, Liverpool, May 2009
 University of Utah / BYU Strategy Winter Conference, Plenary Presentation (also: “senior scholar” discussion session), Solitude, UT, March 2009
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- 2008 “Vision, Representations, and Categories in Strategy” (with M. Warglien)
 Presentation (and session organizer), Ghoshal Conference, London Business School, London, May 2009
 Introduction and Workshop co-organizer, London Business School and University of Venice-Ca’ Foscari, Venice, October, 2008
 “Strategic Dynamics of Industry Architectures: The Challenges of Knowledge Integration”
 Introductory remarks on the symposium (co-organized with S. Brusoni and A. Prencipe) at the Strategic Management Society Meetings, Koeln, October 2008
 “Markets for Technology as Endogenous Features of Industry Evolution”
 Conference on Technology Markets (discussion), Madrid, September 2008
 “The Dynamics of Industry Architecture: New Questions to Ask in the Intersections of Disciplinary Research”
 Academy of Management, August 2008, Anaheim, Co-organizer (with S.G Winter) of all-academy symposium
 “Industrial Architecture and Globalization: Institutional Modularity and Ease of Foreign Expansion”
 Academy of Management, August 2008, Anaheim, speaker (with A. Kudina) for the “Institutional Context and Industrial Level Effects” session
 “Market Formation and Construction Processes: What we Know and the Questions we Ask”
 Academy of Management, August 2008, Anaheim, participant of the symposium
 “The Process of Knowledge Integration: From Firms’ Strategies to Industrial Dynamics”
 Academy of Management, August 2008, Anaheim, Co-organizer (with S. Brusoni and A. Prencipe) for symposium sponsored by the BPS, TIM, ENT divisions
 “Simulation in Organization Theory: Editors’ and Reviewers’ Perspectives”
 Academy of Management, August 2008, Anaheim, distinguished speaker of the Organization Theory PDW

“Industry Architecture Dynamics: The Questions we Ask, the Theory-Practice Frontier and the Agenda”
 Academy of Management, August 2008, Anaheim, speaker with (C. Baldwin) for the PDW sponsored by BPS, TIM, OMT, ENT divisions
 EURAM, May 2008, Ljubljana, presentation

“The Business Model: In Search of Meaning”
 Academy of Management, August 2008, Anaheim, speaker for the PDW sponsored by the BPS, ENT, OMT, IM, MC, HCM divisions

“From the ‘Institutional Structure of Production’ to the Strategic Dynamics of Industry Architectures”
 Fondazione IRI PhD Workshop presentation, Volterra, July 2008

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- 2007 “Strategic Dynamics of Industry Architectures and Globalization” (with Alina Kudina)
 INSEAD-Singapore, ENT Unit, Seminar, October 2008
 Strategic Management Society Meetings, Koeln, October 2008
 Imperial College, Tanaka School, Seminar, September 2008
 Audencia-University of Nantes seminar presentation, Nantes, June 2008
 DRUID conference presentation, Copenhagen, June 2008
 University of Paris-Sud, workshop presentation, Paris, May 2008
 University of Michigan, Seminar, Ann Arbor, February 2008
 Copenhagen Business School, Seminar, Copenhagen, December 2007
- “The Dynamics of Wealth, Profit and Sustainable Advantage (*or*, which should be the dependent variable for strategy?)” (with S.G. Winter)
University of Paris-Sud, Seminar, Paris, November 2007
- “Where Markets Didn’t Take Hold: Why Information Technology failed to Dis-intermediate the UK Reinsurance Industry” (with N. Pisanias)
 EGOS, Vienna, July 2007
- “Mastering the Strategic Dynamics of Industry Architectures”
 SDU seminar presentation, Odense, December 2007
 Nobel’s Colloquia, Trieste, December 2007
 Chamber of Commerce seminar, Bologna, September 2007
- “From Value Chain Evolution to Strategic Dynamics in Industry Architectures”
Universidade Catolica, Lisboa, October 2007
 Chair and organizer of AoM showcase symposium, Philadelphia PA, August 2007
 Sumantra Ghoshal Conference, presentation, London, May 2007
- “Value Chain Evolution and Profit Migration: Lessons from the Computer and Automobile Sectors”
 Academy of Management symposium presentation, Philadelphia PA, August 2007
- “The Dynamics of Wealth, Profit and Sustainable Advantage”
 Academy of Management paper presentation, Philadelphia PA, August 2007
 DRUID meeting paper presentation, Copenhagen, June 2007
- “Competing through Business Design”
 Academy of Management symposium, Chair and organizer, Philadelphia PA, August 2007
- “Fending off Commoditization and Softening Competition through Strategic Boundary Design”
 Academy of Management symposium presentation, Philadelphia PA, August 2007
 DRUID paper presentation, Copenhagen, June 2007
 Sloan Industry conference, Boston MA, April 2007
- “The Architecture and Design of Organizational Capabilities”
London Business School, Routines and Structures Workshop, London, May 2007
- “The Evolution of Industry Architectures (and Profit Migration issues)”
 University of Paris / Sorbonne and Ecole Polytechnique (AEGIS), Invited Lecture, Paris, January 2007
 University of Venice, Invited Lecture, February 2007
 Presentation at the European School of New Institutional Economics (ESNIE) in Corgese, Corsica, May 2007
 Invited panel organized in the International Society for New Institutional Economics (ISNIE), Reykjavik, June 2007
 Universities of Paris, series of four lectures on the topic (under the “Invited Professor” scheme), June 2007
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- 2006 “Qualitative Research Methods: A Primer”
 Invited presentation in the “Ask the Experts” PDW Session of the Research Methods Division, Academy of Management, August 2006, Atlanta

“Industry Evolution: What we Know, What we Don’t, and What we should Do about it”

All-Academy symposium, Academy of Management Meetings, Atlanta, August 2006

“Integrating the Resource-Based and Institutional Approaches”

Academy of Management, August 2006, Atlanta, co-organizer (with J. Macher and M. Leiblein) of the PDW sponsored by the BPS Division

“The Architecture and Design of Organizational Capabilities”

University of Paris, Lecture and PhD Workshop, June 2007

Bocconi University, Invited presentation, October 2006

Academy of Management, August 2006, Atlanta, Symposium sponsored by OMT, TIM and BPS Divisions

Schumpeter Society Bi-Annual Meetings, Presentation, June 2006, Nice

“A Marshallian Model of Profits, Rents, and Resource Price Evolution” (with Sidney G. Winter & Stefan Kassberger)

Invited Lecture, University of Madrid (Carlos III), March, 2007

MIT / Harvard Business School / BU Charles River Distinguished Speaker Series (presentation led by S.G. Winter), MIT, November 2006.

Academy of Management, August 2006, Atlanta, Symposium sponsored by BPS

Schumpeter Society Bi-Annual Meetings, Presentation, June 2006, Nice

“Shaping Firm and Industry Boundaries: Process and Technology” (with S. Billinger & N. Pisanias)

Academy of Management, August 2006, Atlanta, Symposium sponsored by OMT, TIM & BPS

“Benefiting from Innovation: Value Creation, Value Appropriation and the Role of Industry Architectures”, (with T. Knudsen and M. Augier)

Harvard Business School, Entrepreneurship Unit Invited Seminar, October 2006

SPRU 40th Anniversary Technology & Innovation Conference, Brighton, September 2006

DRUID Meetings, Copenhagen, June 2006

“Industry Level Impact of ICT: ICT, Industry Architectures & Globalization”

Digital Transformations Conference (jointly organized by London Business School and the International Telecommunication Union, ITU), Geneva, June 2006

Academy of Management, August 2006, Atlanta – PDW on Digital Transformations (PDW organized jointly with L. Waverman and F. Suarez)

“The inescapable limits of organizational structure and the unfulfilled role of hierarchy: Lessons from a near war”

Harvard Business School, Organizational Behavior Unit Invited Seminar, September 2006

Academy of Management, Symposium on Design and Organization, Atlanta, August 2006

Organization Science / CMU Conference on Cyert & March, CMU, Pittsburgh, May 2006

Organization Science Winter Conference, Steamboat Springs, CO, February 2006

Stanford University, Invited STPV Research Seminar, Stanford, January 2006

“Rigor vs. Relevance, or Rigor *and* Relevance? Revisiting Tensions in Management Education” (with M. Augier)

Plenary Presentation (with J. Podolny, A. Lewin, R. Daft, S.G. Winter, & F. Vermeulen), Organization Science Winter Conference, Steamboat Springs, CO, February 2006

“How Profits, Production and Resource Payments Evolve Over Time: Understanding the Dynamics of a Schumpeterian Wave”

CMU, Invited Research Seminar, Pittsburgh, January 2006

INSEAD, Invited Research Seminar, Fontainebleau, January 2006

2005 “Designing the Boundaries of the Firm: From ‘Make, Buy or Ally’ to the Dynamic Benefits of Vertical Architecture” (with S. Billinger)

Corporate Entrepreneurship Research Conference 2005, *Harvard Business School*, invited presentation, Boston, December 2005

Strategic Management Society Conference, Orlando, October 2005

International Society for New Institutional Economics (ISNIE) Conference, Barcelona, September 2005

Academy of Management Symposium on Organizational Design and Firm Boundaries, Hawaii, August 2005

“Coordination between and within Firms: Synthesis and Discussion”

Academy of Management Professional Development Workshop, Hawaii, August 2005

“Entrepreneurship and Firm Boundaries: The Theory of A Firm” (with S. G. Winter)

Firm Boundaries and Entrepreneurship Mini-Conference, OSU, October 2005

IESE, invited presentation, Barcelona, September 2005

- “Playing Football in a Soccer Field: Value Chain Structure, Institutional Modularity, and success in foreign expansion”
 CIBER / AIB / JIBS Frontier Conference, Rotterdam, September 2005
 International Society for New Institutional Economics (ISNIE) Conference, Barcelona, September 2005
- “The Dynamic Limits of Specialization: Vertical Integration Reconsidered”, (with E. Cacciatori),
 International Society for New Institutional Economics (ISNIE) Conference, Barcelona, September 2005
- “Why interface specification varies between organizations: Heterogeneous knowledge and communication advantages” (with P. Puranam)
 Academy of Management Symposium on Organizational Design and Firm Boundaries, Hawaii, August 2005
- “A Model of how Transaction Costs, Capabilities and Scalability Drive Vertical Scope”
 Kellogg School, Northwestern University, invited presentation, Evanston, IL, March 2005
 EPFL Lausanne, invited presentation, Lausanne, February 2005
 London School of Economics, invited presentation, London, January 2005
 Ohio State University, invited presentation, Columbus, OH, January 2005
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- 2004 “Creating Actionable Research by Bridging the Resource Based View and Transaction Cost Economics” (with S.G. Winter)
 All-Academy Symposium Address, Academy of Management Meetings, New Orleans, August 2004
- “How Value Chains Evolve: What Drives the Process of Modularization and Dis-integration”
 Academy of Management Meetings, New Orleans, August 2004
- “A Formal Model of how Capabilities, Transaction Costs and Scalability Interact to Drive Vertical Scope”
 Academy of Management Meetings, New Orleans, August 2004
 Bocconi University (CESPRI), Invited Seminar, Milan, February 2004
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- “Losing Sight of the Forest for the Trees? Capability Differences and Gains from Trade as Drivers of Vertical Scope” (with L.M. Hitt)
 Academy of Management Meetings, New Orleans, August 2004
 Organization Studies Winter Conference Panel, Steamboat Springs, CO, February 2004
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- 2003 “The Emergence of Modularity in the Absence of a Grand Designer”
 Mini-conference on Modularity, Strategy and Organization, London Business School’s Centre for Network Economy & SIM Area, London, October 2003
- “Information Technology, Vertical Dis-Integration and Industry Transformation”
 The Leverhulme Trust/LBS Digital Transformations Conference, London, October 2003
- “Capabilities, Transaction Costs, and Evolution: Understanding the Institutional Structure of Production” (with S. G. Winter)
 Organization Science Winter Conference Presentation, Steamboat Springs, CO, February 2004
 Strategic Management Society Meetings, Baltimore, MD, November 2003 (scheduled)
 Academy of Management Meetings, Seattle, WA, August 2003
- “Organizational Unbundling and Vertical Dis-Integration: Lessons from the Emergence of Markets in Mortgage Banking”
 Academy of Management Meetings, Seattle, WA, August 2003
 Winter Strategy Conference, BYU/Utah, Salt Lake City, March 2003
 Invited Seminar, *INSEAD* Strategy & Technology depts, Fontainebleau, February 2003
 Invited Seminar, Reg. Jones Center, *The Wharton School*, Philadelphia, February 2003
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- 2002 “Modularity and the Theory of the Firm” (with P. Puranam)
 Showcase Symposium, Academy of Management Meetings, Denver, CO, August 2002
- “Explaining the Long Cycles of Deconstruction: Information, Coordination, and Modularity”
 Strategic Management Society Meetings, Paris, September 2002
- “Where Do Markets Come From?”
 Invited Seminar, *Xinghua University*, Beijing, December 2002
 Academy of Management Meetings, Denver, CO, August 2002
 Strategic Management Society Meetings, San Francisco, CA, October 2001
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- 2001 “Explaining Entry Decisions and Crowdedness in B2B Markets” (with D.C. Croson; Best Paper Finalist)
 Strategic Management Society Meetings, San Francisco, CA, October 2001

- 2000 “Revisiting Vertical Scope: Capabilities, Integration, Profitability and Mortgage Evidence”
Strategic Management Society Meetings, Vancouver, Canada, October 2000
Academy of Management Meetings, Toronto, Canada, August 2000
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- 1999 “What’s an Organizational Form, Anyway?”
Academy of Management Meetings, Chicago, IL, August 1999
“Playing Football in a Soccer Field: Value Chain Structure, Co-Specialization, Exportability of Competencies and Global Expansion in Mortgage Banking”
Academy of Management Meetings, Chicago, IL, August 1999
“Unbundling and Reconfiguring the Mortgage Banking Value Chain: A Longitudinal Analysis of Vertical Scope, Institutional Form, Strategy and Profit Distribution”
CCC Colloquium, *New York University*, May 16 1999
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- 1998 “Beyond the Firm vs. Market Dichotomy: Towards a Structural Model of Governance”
European Group for Organization Sciences, Maastricht, the Netherlands, July 1998
Strategic Management Society Meetings, Orlando, FL, October 1998
“Organizational Structure, Routines, and Decision Failures: Lessons from a Near-War”
Academy of Management Meetings, San Diego, CA, August 1998
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- 1997 “Shifting Boundaries of the Firm in the Digital Era: Coordination and Information”
Academy of Management Meetings, San Diego, CA, August 1998
European Group for Organization Sciences, Budapest, Hungary, July 1997
“Unbundling, Standardization, and Competitive Dynamics” (with D.C. Croson)
Strategic Management Society Meetings, Barcelona, Spain, October 1997
“A Repeated Agency Model of Small Numbers Outsourcing” (with D.C. Croson)
Academy of Management Meetings, Boston, MA, August 1997
Strategic Management Society Meetings, Phoenix, AZ, November 1996
“Information Technology and Coordination in Firms and Markets”
Academy of Management Meetings, Boston, MA, August 1997
INFORMS Meetings, Atlanta, November 1996
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- 1996 “Reconsidering Dynamics of Firm Size, Industry Structure and Propensity to Innovate”
Eastern Academy of Management International Meetings, Dublin, Ireland, June 1997
Academy of Management Meetings, Cincinnati, Ohio, August 1996
“Rethinking the Impact of Information Technology on Transactions Costs and Outsourcing”
Eastern Academy of Management Meetings, Washington, D.C. May 1996
INFORMS Meetings, Atlanta, November 1996
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- 1995 “Information Policy: Shaping the Value of Agency Relationships”, (with D.C. Croson)
Academy of Management Meetings, Cincinnati, Ohio, August 1996
Seventh W.I.S.E. Conference, London Business School, London, UK, December 1995

Blogs, OpEds, Media (*partially updated to August 2015*)

Harvard Business Review, Blogger for HBR in its regular series – see “[Greece and Its Misguided Champions](#)”, August 2015; “[Greece’s Problem Is More Complicated than Austerity](#)”, July 2015; “[Grexit Would Be Even More Dangerous than Economists Realize](#)”, June 2015; “[What Greece Has to Do Now: Fix Its Economy](#)”, February 2015; “[What Managers Really Need from Academics](#)”, November 2014; “[How Europe Is Betraying Its Children](#)”, November 2013; “[No One’s Talking About the Key to Greece’s Recovery](#)”, October 2013; “[Blackberry Forgot to Manage the Ecosystem](#)”, August 2013; “[Greece in the Balance](#)”, July 2013; “[Toyota-Nissan Recalls: Noblesse Oblige](#)”, April 2013; “[The Job the EU Should Actually Be Doing](#)”, February 2013; “[Tesco’s Horseburger Debacle is a Strategic Blessing](#)”, February 2013; “[Why Financial Discipline Won’t Fix Europe](#)”, July 2012. Featured blogger on the “Finance: The Way Forward” Debate: “[Banks Are Here to Stay \(But They’ll Look Different\)](#)” and “[Financial Innovation: And the Band Plays On](#)”, June 2010.

Huffington Post, OpEd contributor. See “[Greece: Caught Between an Economic Rock and a Political Hard Place](#)”, September 2015; “[Greek Smoke and Mirrors](#)”, “[From Black Swans to Grey Rhinos: Four Ways Academics Can Help Managers](#)”, January 2015; “[How Europe Is Betraying Its Children](#)”, December 2013; “[Blackberry’s Woes and Lessons for Value Migration](#)”, August 2013; “[Greece in the Balance](#)”, July 2013; “[Europe: Towards a Governance Union?](#)”, “[The Horse-burger Debacle: No Pain, No Gain for Tesco](#)” and “[Making Sense of the Sense-making in Davos](#)”, February 2012; “[Why Financial Discipline](#)

[Won't Save Europe and How Governance Change Might do the Trick](#)", August 2012; ["A Uniquely Greek Tragedy"](#), May 2012.

I Kathimerini (Η Καθημερινή), Greek Daily Newspaper, Sunday Edition (an International Herald Tribune Affiliate): Regular OpEd contributor. Articles (in Greek) include: [October 6th, 2013](#); [July 28th, 2013](#); [June 30th, 2013](#); [June 2nd, 2013](#); [April 28th, 2013](#); [February 17th](#); [February 10th](#); [December 30th, 2012](#); [November 25th, 2012](#); [October 7th, 2012](#); [September 9th, 2012](#); [July 8th, 2012](#); [June 24th, 2012](#); [June 10th, 2012](#); [May 20th, 2012](#); [January 22nd, 2012](#); [December 31st, 2011](#); [December 4th, 2011](#); [October 29th, 2011](#). (Note: not updated past October 2013)

To Vima (Το Βήμα), Greek Weekly Newspaper, Occasional OpEd contributor. Articles pre-2013 (in Greek): [December 2nd, 2012](#); [May 27th, 2012](#); [October 29th, 2011](#). Contributions in Greek papers including feature articles and interviews in *Naftemporiki*, *Kerdos*, *Euro2day*, or TV and radio stations like *Skai*, *NET*, *Ant1*.

OpEd contributor of translated articles- e.g. *El Pais*, ["Volver a Creer en Europa"](#) (w Martin Bruncko), February 18th, 2013. Also, re-distributed content from blogs through *Business Strategy Review*, *The Ghoshal Blog*, *Forbes.com* (including [To Run A Business Better, Rethink Its Playscript](#)", June 2010 and ["When A New Playscript Transforms A Business"](#) September 2010).

Blogs in www.redesigngreece.gr, occasional entries in *Eurointelligence* blog ([Greece: The Way forward](#)); co-editor (with M. Warglien) ["Seeing it: Visualization and perception in strategy"](#)

Media: *National Public Radio* (USA), ["OpEd: Euro Crisis Uniquely Greek"](#), May 14, 2012; Media mentions and interviews and audio / video features for media including *Reuters*, *Bloomberg*, *The Financial Times*, *Guardian*, *The Independent*, *The Times*, *BBC 4*, *BBC World*, *TheStreet.com*, *Le Monde*, *Corriere de la Sera*, *Sole 24 Ore*.

Also, regular appearances on *CNN*. For a sample of the 2015 clips, see ["Tsipras declares victory in Greek elections"](#), ["What's ahead for Greece"](#), September 2015; ["Greece PM resigns; calls for snap elections"](#), ["Greece stock market reopens after five weeks"](#), August 2015; ["Agreement reached on Greek bailout plan"](#), ["Greece looks for third international bailout"](#), ["Global markets slide on Greek 'No' vote"](#), ["Greece divided on the heels of historic referendum"](#), ["Greeks to vote on bailout terms Sunday"](#), ["Greek PM urging his people to vote 'no' on Sunday"](#), ["Greeks to vote on bailout terms on Sunday"](#), ["Fears of 'Grexit' contagion"](#), ["Referendum on Greek austerity set"](#), ["How Greece tests the EU"](#), ["Tsipras urges 'no' vote on Greek bailout"](#), July 2015; ["Could Greece have a solution soon?"](#), ["Greece rallies against impending referendum"](#), ["Greek leaders ask for another bailout"](#), ["Is referendum a solution for Greece?"](#), ["EU Scrambles for Solution to Greek Debt Crisis"](#), ["Tensions rise as Greek bailout decision looms"](#), ["Greek debt talks collapse"](#), June 2015; ["Fears of a Greek default grow"](#), ["Fears grow of Greek debt default"](#), May 2015; ["Debt showdown between Greece and its creditors"](#), ["Greek PM vows to keep promises"](#), February 2015; ["Greece wants to renegotiate bailout"](#), ["Greece goes to the polls"](#), January 2015

On other TV appearances, see *BBC World* [16/10/2015](#), *Bloomberg TV* - [Tsipras Has Backed Himself Into Corner](#).

Podcasts, pre-2010: Shape your Sector and Win, *Globe & Mail Canada / NYTimes Syndication*, Chicago (August 2009); Don't let this crisis go to waste! *London Business School Podcast* (June 2009); Changing industry architecture to survive the economic crisis, *London Business School Podcast* (May 2009); Corporate Restructuring, *Financial Times, FT.com Podcast* (February 2009); Changing industry architecture, *London Business School Podcast* (February 2009); Competitive Environments and redefining firm and industry boundaries, *London Business School Podcast* (October 2008).

Keynote addresses, industry talks, senior group facilitation etc. (until September 2015)

- 2015 "The Shifting Business Model of Private Equity: Evolution, Revolution, and Trench Warfare"
Keynote, Adveq AGM, Zurich, June, 2015
"Management and Business School Education"
Keynote, Athens University of Economics & Business 30th Anniversary of the MBA in Greece, June 2015
"Making value migrate our way"
Young Presidents Association – Education Cluster presentation, London, May 2015
"The transformation of business models in Financial Services"
BiP Partners Annual Meeting keynote, Institute of Directors, London, March 2015
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- 2014 "Winning in the changing landscape of banking"
Masterclass, International Training Seminar, Trento, Italy, December 2014
"How Europe and Italy can re-gain growth"

Panel discussion during the 2014 Nobels Colloquia (with C. Pissarides, Y. Gutgeld, R. Portes, F. Casseli), December
“Job creation and reforms: Cutting the Greek Gordian Knot”
Keynote to the *AHCC* 4th Labour and Insurance Conference, Athens, November 2014
“Value creation & appropriation in business ecosystems- and the role of the state”
Singapore, Raffles Town Club, LBS Alumni Event Speech, October 2014
“Winning in the shifting Pharma Landscape”
Keynote presentation at Chiesi Pharmaceutica Annual Meeting, Parma, June 2014
“Making value Migrate your Way”
[Big Ideas Session](#), Global Leadership Summit (Sponsored by LBS & Deloitte), London, June 2014
“Value Creation and Value Capture in the Telco Landscape”
Keynote talk to the IESE XX Telco Conference, Madrid, June 2014
“Charting the Future of the Alternative Investment Ecosystem”
Keynote talk at the Collier Institute for Private Equity Annual Meeting (LBS), London, May 2014
“Value Creation, Value Migration, and the Investment Ecosystem”
Keynote at the Institute of Sovereign Investors – Global West Annual Meeting, London, May 2014

2013 “Has the new generation got the skills and competences to compete in tomorrow’s world?”
The Economist Debate on education and skills, Athens, November 2013
“Winning Strategies for Changing Markets”
Keynote Address to the FIDI International Conference, Athens, May 2013
“Value Migration in Business Ecosystems”
[TEDx Talk](#) presented at TEDxThessaloniki, April 2013
“Manage your ecosystem and win the value migration game”
Keynote talk at the Management Institute of Finland, March 2013
“Winning in a Changing Landscape: How to thrive by leveraging partners and shaping your sector”
Keynote presentation to the 2013 Wort & Bilt International Health Forum, Munich, March
“Reforming Reforms -- Pushing Europe's Competitiveness Agenda forward”
Moderator of an invitation-based event at the World Economic Forum Annual Meeting, Davos, January 2013.
(Discussion leaders: F. Reinfeld, Swedish PM, V Dombrovskis, Latvian PM, M. Wolff, *FT.*).
“The Europe Context”
Rapporteur in the Public Programme Session with V. Dombrovskis, Latvian PM, M. Wittig, CEO RolandBerger, G. Recchi, Chairman, Eni, P. Barbizet CEO Artemis, World Economic Forum Annual Meeting, Davos, January 2013.
“Rethinking the Future of Alternative Investments”
Presentation and discussion facilitation at the private Governors Meeting of the Investors Industries at the World Economic Forum Annual Meeting, Davos, January 2013

2012 “Looking Ahead: Rethinking Greece”
Panel presentation to *The Economist* Conference on Liquidity and Growth, Athens, Greece, November 2012
“Liquidity, Banks and Greek Prospects”
Panel presentation to *The Economist* “Europe in 2050” launch event (alongside Greek Education Minister Stylianidis and John Andrews), Athens, Greece, November 2012
“Charting the Future of the Alternative Investment Sector”
Presentation and Workshop during the World Economic Forum’s Global Agenda Councils Meeting, Dubai, November 2012
Presentation and Workshop at the World Economic Forum’s Strategic Partners Meetings, New York, October 2012
“Greece: The Way Forward”
Keynote Address in the KPMG Conference on Investments & Taxation, Athens, Greece, October 2012
“The Changing Context of the HR Agenda”

[Keynote presentation](#) in the Human Resource Community Academy meetings on HR and Welfare (alongside Italian Labour Minister Elsa Fornero), Rome, October 2012

“Rethinking Europe’s Growth Prospects: Structural Reform and Entrepreneurial Growth”

Presenter and facilitator of the session on Innovation & Entrepreneurship (with Italian Industry Minister Corrado Passera) in the World Economic Forum’s “Future of Europe” event, co-hosted by the Italian Government, Villa Madama, Rome, October 2012.

“Getting into and out of Trouble”

Masterclass Presentation to the NHS Top Leadership Academy, London, October 2012

“Responding to the Crisis: The Future of the Eurozone”

Keynote panel participant, along with Paul Krugman, Lord Mandelson, Valery Giscard d’Estaing, Alix Partners Annual Meeting, Powerscourt Estate, Ireland, September 2012.

“The Future of Financial Services”

Presentation and facilitation of discussion at the World Economic Forum’s European Summit, Istanbul, June 2012 (with C. Collyns, Assistant Secretary to the US Treasury)

Facilitator in the European Summit’s public program sessions on “The Future of Currencies” (focusing on the prospects for the Euro), and on Entrepreneurship & Innovation.

“How do we get Greece out of the Crisis? From Fire-fighting Symptoms to Addressing Causes”

Hellenic Senior Executive Association Keynote Panel presentation, Lagonissi, May 2012

“Crisis: Redesigning the Administration to Reform Greece”

RedesignGreece Conference Presentation (organizer), Athens, Greece, January 2012.

2011

“Where the Rubber Meets the Road: Regulatory Change and Architectural Stability in Banking”

Introductory presentation for the IPT/LBS Breakfast for MPs, Peers, Regulators (incl Hector Sants) and Industry senior executives, Houses of Parliament, London, November 2011

“Rethinking the Future of Financial Services: Whither Wholesale Banking?”

Breakfast session, Goldman Sachs, New York, November 2011

Breakfast session, Credit Suisse, Singapore, November 2011

“Navigating through a Changing Industry Ecosystem”

Thought Leadership breakfast event, The Black Box Institute, Toronto, November 2011

“Strategy in Financial Services: Navigating through Volatility”

Panel session (with Baroness Vadera and Antonio Simoes, HSBC Head of Strategy) at the Oliver Wyman Institute Conference on management challenges in FS, London, October 2011

“Innovation and Architectural Change: Are we prepared for it?”

Speaker at the Deloitte dinner for Private Equity Directors, London, September 2011

“London Competitiveness post-Reform: The Changing Landscape”,

Discussion leader and rapporteur, IPT/LBS Breakfast for MPs, Peers, Regulators (incl Andrew Bailey & IBC’s Martin Wolf) and Industry senior executives, Houses of Parliament, London, September 2011

“Innovation and Architectural Change: Are we prepared for it?”

Speaker at the Deloitte dinner for Private Equity Directors, London, September 2011

“The Future of Financial Services: Issues in Structural Reform”,

Presentation (and event coordinator), IPT/LBS Breakfast for MPs, Peers, Regulators (incl Hector Sants) and Industry senior executives, Houses of Parliament, London, May 2011

World Economic Forum European Summit, Vienna, June 2011: Facilitated / presented in various sessions, including:

“Intrapreneurship, Growth and Renewal: Lessons from BT’s Experience”, Discussion with Sir Michael Rake, BT Chairman, at the Global Growth Company private meeting

Facilitator of the “Clusters, Hubs & Spin-offs” Workstudio, Public Program

Presenter in the Financial Services private dinner on “Gordian Knot of European Finance”

“The Greek Crisis: A structural perspective and ways forward”

Keynote presentation in the Atlantic Economic Association, Athens, March 2011

“Architecting our Future: Rethinking the Links between the Public and the Private”

Houses of Parliament – Industry Parliament Trust event for MPs and Industry participants, January 2011

- 2010 “Rebuilding your Strategy for a Shifting Landscape”
Masterclass for the London Business School Events in Delhi and in Mumbai, September 2010
“Strategy Tools for a Shifting Landscape: Re-writing your Playscript”
Alumni Homecoming presentation, London Business School, London, July 2010
“Thriving on Turbulence: What Makes Your Company Unique in a Shifting Business Landscape?”
Breakfast Keynote for the Global Growth Companies, World Economic Forum European Summit, Brussels, May
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- 2009 “Understanding the Strategic Dynamics of Industry Architectures: Implications for Policy”
Invited seminar at the Department of Business, Innovation and Skills, September 2009
“Navigating – and Winning – in a Shifting Environment”
Inaugural address for the Sir Donald Gordon Faculty Chair, London, September 2009
“Turning Lemons Into Lemonade”
Keynote presentation at the Institute for Turnarounds Annual Conference, London, September 2009
“Don’t Let a Good Crisis go to Waste: Win in a Shifting Landscape”
Faculty Insight Talk, Global Leadership Summit, London Business School, London, June 2009
“What We Learnt from the Crisis and how to Compete in Turbulent Times”
Presentation at the London Business School’s Corporate Sponsor Meeting, London, June 2009
“Mastering the Strategic Dynamics of Industry Architectures”
London Business School Alumni Event, London May 2009
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- 2008 “Strategic Dynamics of Industry Architectures – and the Crisis”
London Business School Alumni Event, Singapore, October 2008
“Building and Capturing Value for Real Estate Management Agents – Whether Small or Big”
Keynote address at the UK’s National Association of Real-estate Management Agents, QEII Conference Centre, London, October 2008
“Designing Firms’ and Industry Boundaries”
Keynote speech, Arts and Intellectual Property DIME meeting, London, May 2008
“Mastering the Strategic Dynamics of Industry Architectures”
Keynote presentation, LBS Alumni event, Cairo, April 2008
“Industry Architecture: Transforming Traditional Business Models”
Keynote presentation, Vanco, Barcelona, February 2008
“Mastering the Strategic Dynamics of Industry Architectures”
Keynote presentation, Finmeccanica – High performers meeting, Civita Castellana, Italy, February 2008
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- 2007 “Mastering the Strategic Dynamics of Industry Architectures”
Keynote presentation, Nobel’s Colloquia, Trieste, December 2007
“The Strategic Dynamics of Industry Architectures and Mortgage Banking”
Keynote presentation, Mortgage Senate, Monte Carlo, November 2007
“Mastering the Strategic Dynamics of Industry Architectures”
Keynote presentation, DIME meetings, Nice, November 2007
“Building and Capturing Value in a Shifting Environment”
Keynote presentation and workshop event, Bologna Chamber of Commerce, September 2007
“Mastering the Strategic Dynamics of Industry Architectures”
Keynote presentation, ACE meeting, Amsterdam, May 2007
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- 2006 “How ICT Transforms Industries and why Industry Architectures Matter”
Opening Keynote Address, United Nations, in the World Information Society Expert Meetings, co-sponsored by UNCTAD, OECD and the ILO, Geneva, December 2006
“Thinking like a Strategist: How a new way to look at the world can lead to competitive (architectural) advantage”
Keynote Presentation in the McKinsey & Co Strategy Conference, Berlin, October 2006
“A Fresh look at Industry Dynamics: What a Systemic Model Suggests”
Panel Presentation in the McKinsey & Co Strategy Conference, Berlin, October 2006
“ICT and changes in Firm and Industry Boundaries”

- Presentation at the LBS / Leverhulme / ITU symposium on Digital Transformations, Geneva, June 2006
 “The Future of Global Business”
 Keynote presentation, BT Insight Event, London, May, 2006
 “The Changing Landscape of Financial Services”
 EDS Thought Leadership Event, Milan, March 2006
 “Achieving organic growth through managing the Firm’s Boundaries”
 Presentation to the *Ingram Partnership / LBS* Inaugural Leadership Event, London, January 2006
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- 2005 “Creating Value Through Restructuring The Organization”
 Keynote presentation, *Zurich Financial Services*, Norton Manor, December 2005
 “Disrupting Tradition: New Business Models, New Value Propositions”
 Keynote Address, 5th Annual General Managers / HR – Conference, PwC, Zappion, Athens, April 2005
 “Strategic Innovations: Reconsidering how to Add Value through Business Models that Work”
 Interactive Session, 5th Annual General Managers / HR Conference, PwC, Athens, April 2005
 “How Outsourcing Might Reshape Insurance”
 Keynote Address, PwC Thought Leadership Event, *London Underwriting Center*, January 2005
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- 2004 “From Outsourcing to Strategic Value Chain Re-configuration: Reviving Businesses in Peril”
 Keynote Address in the *PwC Thought Leadership Event*, Oxford & Cambridge Club, Pall Mall, London, January 2004
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- 2002 “Changing your Industry”
 Keynote Session in the British Bankers’ Association Inaugural “Future Leaders Forum”, London, October 2002
 “Competing in the Shifting Financial Services Landscape”
 Keynote Address to the Senior Executive Global Annual Meeting, *Winterthur / Credit Suisse*, Luzern, CH, June 2002
 “Creating and Capturing Value in the New Economy”
 Keynote Address to the *Presidents’ Conference* of the Mortgage Bankers Association of America, Greenbrier, WV, June 2002
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- 2001 “Life After the Bubble: Technology and the New Business Landscape”
 Keynote Panel, Mortgage Bankers Association of America National Convention, Toronto, October 2001
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- 2000 “Mortgage Banking in the Internet Economy: Myths, Half-Truths and a Crystal Ball”
 Keynote Panel, Mortgage Bankers Association Convention, San Francisco, CA, October 2000

Industry involvement, policy and civil society

- 2012-15 In 2014, organized, alongside the Editor of McKinsey Quarterly, a meeting in the London Headquarters of McKinsey, which brought together some of McKinsey’s senior leaders (including the founder of the Strategy Practice), Chief Strategy Officers of major corporates including Unilever, Burberry, Clorox, Centrica, Smith Group, and business academics, to look at the role of strategy frameworks in corporations today, and help develop the links between academia and business practice.

Appointed as a member of the Global Agenda Council on the Global Financial System at the World Economic Forum in 2012, with a two-year term. The Council will focus on the interaction between monetary, fiscal and banking regulation, and the potential risk of inadvertent vicious circles. As a council member, tasked to bring in an institutional approach (considering the business models of the participants of the regulated and shadow parts of the Financial Sector) and consider how this affects policy effectiveness. Also, responsible for liaising with the New Economic Theory GAC (and INET) in pushing the agenda of a behavioural approach on FS policy. In 2014, appointed to the Global Agenda Council on the Future of Investment, serving a one-year term till 2015, focusing on the shifting business models in the investment sector.

Appointed member of a High-Level Group summoned by the Chairman of Europe’s Competitiveness Council to create an ad hoc report on how to foster growth through supporting Innovation and Competitiveness in Europe. The council consists of five academics, senior industry representatives (CTOs, CIOs and heads of strategy or policy relations), National and European senior administration officials and has been tasked to take a critical look at current

structures and priorities. Participated in meetings (in Warsaw and Brussels in 2012 & 2013) and policy document preparation. The Report was delivered to Council President Van Rompuy during the Lisbon Summit in 2013.

Appointed Research Coordinator of the World Economic Forum's "Alternative Investments 2020" multi-year project, with steering committee members such as Axel Weber (CEO, UBS), Ashif Naqvi (CEO, Abraaj), and Dan Gogel (CEO, CD&R). Responsible for research design and for linking with policy, considering the evolution of the (alternative) investment space (including Hedge Funds, Private Equity, Venture Capital, Sovereign Wealth Funds, etc), and their potential future in terms of their business model. Research will consider the potential evolution of the sector under different scenarios, and look at policy and strategy implications in a multi-stakeholder setting.

Organized the "RedesignGreece" initiative (see www.redesigngreece.gr, linking the LBS Greek alumni association, the LBS Greek student club, and other volunteers to set up a major conference in 2012 in Athens (raising funding of £55,000 from private and public sources), and a follow-up web-based platform. In 2012, this has broadened to include discussions with the GreekEconomistsforReform.org, the GreekPolicyForum.org, the LSE and Oxford, and Greek initiatives from the National School of Administration Alumni in shaping a platform to improve the debate on Greek reform and administrative redesign. Involved in coordinating the emerging efforts. In 2013, prepared a project on a bottom-up process for reforming the public administration, through the motivation of civil servants from a combination of prizes and crowd-sourcing. This initiative, which has received pledges of over €80,000 from companies such as SAP or McKinsey & Co in funds or pro bono support, has also received the official support of the Greek Government, as a new way to link the public service with grass-root efforts and the private sector in supporting the administrative reform process.

2011 Worked with the regional leadership of MerckSerono's developing and emerging markets hub (in Dubai) and HQ to shape a workshop / intervention on how to adapt in a shifting strategy landscape (2011-2012).

Organizer and Academic Director for the Industry-Parliament Trust series of Breakfasts for the Future of Finance, bringing together the leadership of the Bank of England / FSA, Industry leaders from Banks and Financial Institutions, Peers and MPs (especially from the Treasury Select Committee). First breakfast, with the presence of Hector Sants, CEO of the Financial Services Authority, and the TSC leadership, was organized in May 2011, and followed by a workshop at a senior level. The proceedings went into the Independent Banking Committee's Deliberations and Final Report. The second breakfast on competitiveness, in the presence of IBC Commissioner Martin Wolf & Bank of England's Andrew Bailey, was held the day following the IBC Report, on September 2011. The final meeting, including Hector Sants, was held in March, 2012, with an eye on implementation and future reform

Convenor of a meeting on the Greek debt crisis, with the participation of academics in economics, finance and management, senior bankers, lawyers, IMF officials, former or current policy makers, including Labor/Finance Ministers of Greece, turnaround specialists and academics, to consider future directions and author a White Paper, October 2011.

2010 Joint initiative with the World Economic Forum, McKinsey Global Institute and Barclays in the "Future of Finance" initiative, a set of working dinners and a workshop, feeding into WEF's Global Redesign Forum, 2010, London.

Worked with senior managers in the "New Generation CEO" program of the NHS to map the implications of the proposed regulatory overhaul of the UK's Health System, and submitted formal feedback in the consultation process for the emerging regulatory framework, 2010, London.

Work with Roche (France) in rethinking their playscript ahead of the regulatory changes in the French healthcare market, 2010, Paris.

Intervention/facilitation of the Lufthansa Systems Strategy Retreat, June 2010, London

Facilitation of the Lloyds Banks Wholesale Division leadership away day, October 2010, London

- 2009 Supported PriceWaterhouseCooper’s research on “Pharma2020: New Business Models”, structuring the report (and research) on how the Pharmaceutical Sector will change for companies and regulators (PwC Report, October 2009)
- Work with Vodafone plc’s strategy director on the use of tools and visuals in mapping their landscape, 2009–
- Collaborated with the World Economic Forum, for the New Financial Architecture Project, 2009–
- Facilitator of Banco IntesaSanPaolo CEO Retreat (International Division), September 2009, Milan; setting the strategy for the non-Italian parts of the Bank. Also presenting recent research on the sector
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- 2008 Collaborating with the strategy director (and then CFO, Global Corporate Bank) of JPMorganChase on the evolution of the financial services sector, and implications for policy and strategy, 2008–
- Worked with Intel in supporting their response in Mobile Internet Devices and Consumer Electronics, given the changing Industry Architecture, 2008
- Worked with Velti Plc on new ways to represent and respond to the changing landscape of mobile landscape providers, 2008–
- Judge in the “Turnaround of the Year” Awards offered by the Institute for Turnarounds, 2008–
- Facilitator of the YLE Board of Directors (Finland’s equivalent of the BBC) meeting on strategy, and prepared a background presentation for the evolution of the media and broadcasting, April 2008
- Facilitator of the Royal Institute of Chartered Surveyors Strategy Retreat, and coordination of the research on the evolution of information providers on the built environment, March 2008
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- 2004 Worked with Orange in considering how to extend their reach through global franchising, 2004
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- 2002 Intervention on value creation and value capture and facilitation at the annual Senior Executive Retreat, *Zurich London (ZFS)*, Wilton Manor, July 2002
- Research used for the re-organization of the US Mortgage Banking System, especially for the new RESPA (Real Estate Settlement Procedures Act). Quoted by the US Department of Housing and Urban Development (HUD) and used in US Senate Hearings, 2002–2004
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- Other, Occasional meetings with senior executives (e.g. Burberry’s strategy director, Saatchi & Saatchi’s Deputy CEO, ongoing several turnaround executives) on managerial and strategic issues. Ditto with senior consultants from McKinsey (and McKinsey Global Institute), E&Y, PwC, or policy units such as SITRA in Finland (collaboration details pending.)

Executive development and teaching directly with corporates

Worked with *Burberrys*, for a custom session with its Senior Leadership Team (CEO and 18 direct reports), aimed at fostering the discussion on the need for organizational re-design and change, through a case-study and applied exercise on the use of new ERP to help transform the organization, 2015.

Worked with *Accenture* for a custom programme for the 30 reports to Accenture’s Global Chief Strategy Officer, focusing on how Accenture needs to navigate the changes to its competitive landscape, Dublin, 2015.

Worked with the leadership of *Santander UK* (CFO / Head of L&D) for a programme for the direct reports to the Executive Committee, aimed to educate them about the changes in the competitive environment, and building a set of applied “strategic challenge” exercises for them to re-shape the bank, 2015-

Worked with *Rabobank* for a custom programme for the new (incoming) Rabobank CEO with an overview of the changing competitive landscape of financial services; then, worked with the senior leadership of Rabobank for a programme of their senior executives, 2014

Worked with *Goldman Sachs* (and their executive development arm, Pine Street) in a program for Partners & Managing Directors on the evolution of the financial services sector. 2011-2

Work with *Vodafone* for the senior leadership program (“Inspire”). Design and delivery of strategy module, and executive training development advice, 2010–2011

Program Director & faculty in the Senior Executive Training of *Zurich Financial Services*: Designed, co-taught, and directed a multi-module, multi-year program called *Futures – Strategic Leadership Program*, 2002–

Design and teaching of *Pirelli S.p.A.*'s Strategy and Leadership sessions on “Understanding Business Complexity”, tri-yearly program for high-potential executives in Milan, 2001–07

“Strategy for in-house Consultants”: Ad hoc, modular program on strategy for Financial Institutions, delivered to the Solutions Group (in-house consultants) of *Barclays* plc, 2004

“Delivering value in a changing business environment”, strategy content sessions for the program for Emerging Leaders of *EADS* (FAST program), France, 2003–05; Design of the *EADS*'s “Top Expert” program strategy module, 2011–

Participation as a faculty in programs organized in-house or through external providers for *Dexia* (2006–08), senior executive program), *If* Property & Casualty (2003, global program), etc

Executive education

Centre for Management Development, London Business School

Telenor. Leadership Acceleration Programme, 2015-16.

Vodafone. Leadership Development Programme, 2015-16

Rabobank, Senior Executive Programme, 2014-. Also, coaching of incoming Rabobank CEO on the Future of Banking, 2014

Nordea Bank, Workshop on the New Bank – Strategy Module, for Senior Executives, programme design & delivery, 2012-3

Merck-Serono, Workshop for Regional and Country CEOs of emerging and new markets on strategy and adapting to shifting landscape, 2011

Credit Suisse, Masterclass for Managing Directors, EMEA on future of FS, 2011

Lloyds Group, Senior Executive Program for the Wholesale Bank (joint with McKinsey), 2010

National Health Service, CEO Program on industry transformation & turnaround, 2010

Santander, Program on Strategy & Finance for Senior Executives, 2010-

BBVA, Program for top 1000 Finance executives, Strategy & Financial Service Change, 2010–2012

Garanti Bank, Program for the top 80 executives, Strategy and Financial Services, 2010

World Economic Forum, Global Fellows Program, Strategy & Innovation, 2009

Bertelsmann, Program for “CFO Circle” on change in business model & sector, 2008

Abbey National, Program on strategy, industry change, and trends in banking, 2008–2010

Nokia, Program on strategy for senior executives (operator unit), 2008

IBM, Program for senior sales execs on industry change & profit migration, 2007–08

KPMG-Denmark, Strategy program for top executive team & for partners, 2007–08

KPMG-Ireland, Strategy program for Partners, 2007

RBS, Pilot program on top 150 GBM executives, Strategy masterclass, 2007

Lufthansa, top-200 program, strategy sessions, 2007–11

TV2, Program for the Senior Leadership team: Strategic transformation, 2007

IBM, Business Premier Program: Executive Facilitation, 2002–2004

PwC, Strategic Conversations Program: Sessions on value chain evolution, 2002

HSBC, Private and Investment Banking Senior Program: Strategy & Change, 2003–2004

Credit Union Executives Society, Board Members Program: Strategic Innovation, 2001–2

Also, actively engaged in the development and work with the companies; participated in discussions with some of the above firms on behalf of the School, and also for firms such as the Credit Agricole, Total, Hyundai, Institute for Turnarounds etc.

Open Enrolment Executive Programs, London Business School, 2001–

Designed and taught a new session on “creating architectural advantage” and profit migration for LBS's Senior Executive Program, 2008 / 2012

Design and teaching of two days in the five-day executive course on Developing Strategy for Value Creation, LBS's main strategy open enrolment course on Strategy, 2002–

Design and teaching of six half-day sessions on strategy and organization in the three-week Emerging Leaders Program, LBS' course for high-potential executives, 2001–06

Other Institutional Executive Education Work

ALBA- Athens Laboratory of Business Administration, 2014-5

Taught a two-day module on capability-based strategy and on value migration to the Executive MBA students

NYU-Stern Executive Educations Program, 2012-13

Guest lecture on the “Strategic Breakthrough Insights” Program on Industry Architectures

Wharton-Financial Times E-Business Program, 1999–2002

Taught web-based, live sessions on Knowledge Management; led TA team, helped build interactive module

Hellenic Banks' Association (Athens, Greece), 1993

Coordinator and Instructor, seminar on venture capital for bank executives

Degree program Teaching

Assistant/Associate Professor of Strategic and International Management, London Business School, 2000–

Managing Corporate Turnarounds, 2008–: Redesigned and taught highly subscribed strategy elective (two sections in 2008, three sections in 2009, five in 2010)

New technologies in teaching: responsible for the Virtual Teaching LBS initiative, a test-pilot for distributed learning in executive education and degree programs, 2002

PhD Seminar: Basic Readings in Business, introductory course across PhD concentrations, redesigned and taught (2001–2004). Special Topics in Strategy, 2 sessions, 2014

Sloan Fellows Core Strategy Course: Redesigned and taught (2003 and 2007) senior degree students

Executive MBA – Global Strategy Course of the *London Business School–Columbia Business School Program*. Designed (2002) and taught (2002, 2003, 2005) the course

MBA Core Strategy Course, 2001: Co-design and teaching

The Wharton School, 1995–2000

Adjunct Assistant Professor of Strategy, Information, Systems & Economics, 2000. Designed and taught OPIM 666, “Information: Industry Analysis and Competitive Strategy”

Lecturer in Management, Undergraduate Division. Designed and taught the Undergraduate Division Business Policy and Strategy Course. (Winner of the Teacher of the Year Award, Wharton Undergraduate Division, 2000)

Teaching Support Director, Wharton Direct, Aresty Institute for Executive Education. Design and implementation of IT-based teaching support in new Distributed Learning Initiative

Teaching Fellow, Information: Strategy, Systems and Economics Group (OPIM Dept.) Lectured and TA'd in MBA courses on Advanced Topics in Strategy and Information (with L.M. Hitt and D.C. Croson; 1998–2000.)

Instructor and TA, Management Department, The Wharton School, U of Pennsylvania

Recitations of MGMT 101 (Introduction to Management), 1996

TA for Technology and Entrepreneurship (1997–98) ;Strategy Implementation class (1997–99)

Advanced Strategy (1996–98); MBA Global Strategy class (1995–97) ;MBA Core Strategy class (1995–97)

PhD supervision

2016	Manchester Business School	Siggudir Sigurdardottir (DBA External Examiner)
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2014	London Business School	Chung Won (Jennifer) Tae (Advisor)
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2010	Imperial College, London	Richard Tee (Examiner)
2009	Ecole Nationale Polytechnique, France	Colette Depeyre (Examiner)
2008	Ecole Nationale Polytechnique, France	Ramesh Caussy (Examiner)

Cases written

“Super Luxurious Auto”, revised 2017

Cases (A), (B), (C), (D), (E), (F); with Peter Briggs and Rupert Merson

“Vodafone Turkey”, 2014

Cases (A), (B), (C) and Teaching Note; with Gokhan Ay; AV Material / ECCH approval pending

“Fashion House”, 2014

Cases (A), (B), and (C) written with Roland Berger for limited release

“Viking Moorings”, 2014

Cases (A), (B) and (C) written, formal release by AlixPartners pending

“Peter Charles at YRB Group” (A) and (B), 2014

“Abraaj Capital and Karachi Electricity Supply Company”, 2013

Case Draft available (taught in LBS), Cases (B), (C) and (D) and Teaching Note / AV material in preparation

“Changing the fortunes of E.ON’s Corporate Customer business” (A), (B), (C), (D) and Teaching Note; Video, 2012 with Adrian Merrick. Available through LBS, E.On approval for The Case Centre pending

“Stolt Offshore” (A) and (B), 2012

Cases (A), (B) and (C) written, formal release by AlixPartners pending

“Target Express” (A), (B), (C) and (D) and Video, 2011, Revised 2015

with Alberto Grau and Jeffrey Kandrach.

“Turnaround at UCLH: A hospital in intensive care” (A), (B), (C), and audiovisual material, 2011

with Anita Delvin, Cheerag Shirodaria, and Renate Verheul. Available through ECCH

“Saatchi & Saatchi: The Rise, Fall and Rebirth of an Icon” (A) and (B); video material and teaching note, 2009

with Dominic Houlder, Available through ECCH

“TCR” (A) and (B) and teaching note: “A Case Study on Value Chain Design”, 2007

with Stephan Billinger, The Case Centre submission pending

“Easycar” (A), (B), (C), (D), (E), (F), abridged, Enterprise RAC and teaching note, 2006, revised 2016

with Pascal Courty and Taman Powell. Available through ECCH

Professional activities

Institutional Engagement, London Business School

2016-17	Member of the Academic Policy Committee
2016-17	Member of the Appointments Sub-committee, Appointments Committee
2015-16	Member of the Academic Policy Committee
2010–11	Member of the Appointments Sub-committee, Appointments Committee
2016-17	Organizer of the Sumantra Ghoshal Conference on managerially relevant Research
2001-15	Organizer of the Faculty Retreat (multiple years), Strategy & Entrepreneurship
2006–11	Faculty Recruitment Coordinator, Strategic & International Management Area
2001–05	Coordinator, Seminar Series, Strategic & International Management Area

Journals and Associations

2009	<i>European Management Review</i>	Guest Editor, special issue on Industry Architectures and Knowledge Integration (with S. Brusoni and A. Prencipe)
2008–	<i>European Management Review</i>	Member of the Editorial Board
2008-09	Institute for Turnarounds	Jury Panel Member, Turnaround of the Year Award
2006–	<i>Industrial and Corporate Change</i>	Associate Editor 2006-2015. Co-Editor, 2015
2003–07	<i>Organization Studies</i>	Member of the Editorial Board
2000–		Ad hoc reviewing for: Academy of Management Review; Academy of Management Journal; Administrative Science Quarterly; Strategic Management Journal; Management Science; Organization Science; Structural Change and Economic Dynamics; Journal of Evolutionary Economics; Strategic Entrepreneurship Journal; Research Policy; Information Systems Review; Journal of Management Studies; International Journal of Technology Management; etc.
1998–		Reviewing for Conferences, including the Academy of Management (BPS, TIM, OMT, ENT Divisions)
1998–	Ministry of Education, The Hellenic Republic	Senior Referee (and Adjudicating Referee), Management & Economics curricula redesign proposals (amount judged, c. €50m)

Elected offices

2012-14	European Academy of Management The Strategic Management Society	Vice-President. (Assisting in major statutes overhaul for EURAM and focusing on increasing research quality and institutional engagement.)
2010–12		Elected Representative-At-Large of the Knowledge, Management & Innovation IG
2008–10	Academy Of Management	Elected member of the Business Policy And Strategy Division's Executive Committee
2008–10	The Strategic Management Society	Elected Representative-At-Large of Competitive Strategy IG

Professional associations

Academy of Management. (Divisions: BPS, OMT, TIM)

Strategic Management Society

INFORMS (and College on Organization Science)

European Group for Organization Studies

European Academy of Management (EURAM)

International Schumpeter Society

Pre-PhD Work experience

March– December 1994	Guildhall Limited, London, United Kingdom	Associate and Project Director (part-time involvement) Project Supervisor/Coordinator for Greece of Guildhall Limited, a UK City-based Financial Consulting Group. Strategy study on Private Banking and Banking Services in Greece.
July 1993– September 1994	TITAN Cement Company S.A., Athens, Greece	Coordinator of Strategic and Economic Research Responsible for forecasting Cement demand in Greece, and for the identification of final consumers of cement. Explored use of economic data, focusing on its quality and strategic implications

January–April 1992	Ernst & Young - France (HSD Castel Jacquet), Paris, France	Analyst (Trainee) Participated in the Auditing Department's three-month traineeship on Auditing & Finance
October–December 1991	Sanofi Pharma, Dept of Financial & Economic Studies, Pharmaceutical Div., Paris, France	Strategic Analyst (Trainee) Did a study on the impacts of mergers and acquisitions on R&D structure and performance
January 1993–April 1994	Research Division, University of Athens, Greece	Project: "Technological Change and Economic Development: The Case Study of Greece"
January 1993–April 1994	Military service, Greece	Army Scientist-Researcher National service in the Signal Corps of the Hellenic Army Land Forces as a researcher

Languages

Greek	Fluent	Mother tongue
English	Fluent	Cambridge Certificate of Proficiency, 1986
French	Fluent	Diplome d'Etudes Françaises, Ilième Degre, Paris-Sorbonne, 1986
Spanish	Well, but fading	Certificado en Español, Colegio de España, Salamanca, 1992
German	Intermediate, but fading	Zertifikat Deutsch als Fremdsprache, 1988
Italian	Conversational	

Clubs and associations

Member of Soho House (Founder Member, NYC), Harvard Club of New York, Penn Club of New York

Supporter/member of several arts and culture associations in Greece and the UK (NT, ROH, SBC, etc)

Supporter of the Jakobides Digital Museum, Mytilene, Greece

Hellenic Resource Institute, Inc.; HR-Group on Education; New York Office member. Co-organizer of the Higher Education meeting (Harvard U, 1997)

Leisure

Sailing (licensed skipper, some racing); scuba diving (AOWD); skiing; travel

Music; theatre; opera; visual arts