

VITA

Constantinos Markides
Robert P Bauman Professor of Strategic Leadership
London Business School

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EDUCATION:

B.A.-Distinction (Economics), Boston University, 1983
M.A. (Economics), Boston University, 1984
M.B.A. (General Management), Harvard Business School, 1985
D.B.A. (Business Policy), Harvard Business School, 1990

HONORS:

- Graduated Summa Cum Laude with Distinction in Economics, 1983
- Dean's List 1981-82, 1982-83
- Elected to Phi Beta Kappa, 1983
- Awarded the Alumni Student Award in Economics, 1983
- Awarded full scholarship for M.A. degree
- B.A. and M.A. degrees received within two years of matriculation, 1981-1983
- Invited Participant, Doctoral Consortium, Policy and Planning Division, Academy of Management, Anaheim, 1988
- Harvard Business School Fellowship (1989-1990)
- Recognized Teacher, University of London
- Winner, 1997 Outstanding Reviewer for the BPS Division of Academy of Management.
- Winner of the LBS Excellence in Teaching Award Across All Programmes (and Executive Education), 1999 (first time ever that the award was given)
- Nominated for the UK National Teaching Fellowships Scheme (NTFS), 2000
- Winner of the LBS Innovation in Learning Teaching Award, 2001
- Awarded the Robert P. Bauman Chair in Strategic Leadership, LBS, April 2001
- Winner of the LBS Exec MBA Excellence in Teaching Award, 2004
- Winner of the LBS 2005 Senior Faculty Teaching Award
- Winner, Excellence in Teaching Award, 2009

PERSONAL:

Date of Birth: November 24, 1960

Nationality: Greek-Cypriot

ACADEMIC EMPLOYMENT:

Tutor of Economics, Mathematics, and Computer Science, Boston University, 1982-83

Non-Resident Tutor of Business and Economics, Dudley House, Harvard College, 1987-1989

Research Associate, Harvard Business School, 1985-88

Assistant Professor, London Business School, August 1990-May 1994

Associate Professor, London Business School, May 1994-April 1998

Professor, London Business School, May 1998- Present; [Chairman of the Strategic and International Management (SIM) Department, 1999-2002 and August 2006-2009]

Visiting Scholar, Harvard Business School, July-December 2002

Visiting Scholar, London School of Economics 2009-2010

NON-ACADEMIC EMPLOYMENT:

Officer, Cyprus National Guard, 1979-81

Consultant, New Value Enterprises, Boston, USA, Summer 1984

Intern, Cyprus Development Bank, Summer 1985

UNIVERSITY SERVICE:

Co-President, Doctoral Student Association, Harvard Business School, 1987-88

Director, **Accelerated Development Programme**, London Business School, July 1993-July 1996

Atlantic Region Representative, Academy of Management, Business Policy Division, 1993- 1996

Associate Editor, European Management Journal

Currently serving on the Editorial Board of Strategic Management Journal; Journal of Management and Governance; Academy of Management Journal, Journal of Strategy and Management, and Sloan Management Review; (and served on the editorial Board of Academy of Management Journal during 1997-2000).

Chairman, Strategy Department, LBS, August 1999-2002; and August 2006-August 2009.

PUBLICATIONS:

Books

(1) C. Markides, Diversification, Refocusing and Economic Performance, Cambridge, Mass.: MIT Press, December 1995

(2) C. Markides: All the Right Moves: A Guide to Crafting Breakthrough Strategy, Boston, Mass.: Harvard Business School Press, December 1999 (*shortlisted (3 books) for the Igor Ansoff Strategic Management Award 2000 as the best strategy book of the last 2 years*). Translated into Chinese, Japanese, Korean, German, Spanish, Greek, Russian and Estonian.

(3) M. Cusumano and C. Markides (eds.): Strategic Thinking for the Next Economy, San Francisco, CA: Jossey-Bass Publishers, May 2001.

(4) J. Birkinshaw, S. Ghoshal, C. Markides, J. Stopford and G. Yip (editors): The Future of the Multinational Company, Chistester (UK): John Wiley, 2003.

(5) C. Markides and P. Geroski: Fast Second: How Smart Companies Bypass Radical Innovation to Enter and Dominate New Markets: San Francisco: Jossey Bass, 2005 (*shortlisted (5 books) for the Financial Times/Goldman Sachs Management Book of the Year, 2005*). Translated into Dutch, Korean, Russian and Greek.

(6) Robert Galavan, John Murray and Costas Markides (eds.): Strategy, Innovation and Change: Challenges for Management,” Oxford: Oxford University Press, 2008.

(7) C. Markides: Game-Changing Strategies: How to Create new market space in established industries by breaking the rules, San Francisco: Jossey Bass, 2008 Translated into Russian, Chinese, Turkish and Indonesian.

(8) C. Markides and A. McGahan: Deep Change: how to achieve fundamental change and solve social problems, manuscript under preparation

(1) Articles in journals

C. Markides & N. Berg, "Manufacturing Offshore is Bad Business," Harvard Business Review, September-October 1988, Vol. 66, No. 5, pp. 113-120.

N. Berg & C. Markides, "Short Term Benefits, Long Term Risks of Offshore Manufacturing," Directors & Boards, Summer 1989, pp. 44-45

C. Markides, D. Oyon, & C. Ittner, "The Valuation Consequences of International Acquisitions," Ekonomia, Vol. 3, No. 1, June 1990, pp. 1-18.

C. Markides, "Back to Basics: Reversing Corporate Diversification," Multinational Business, Winter 1991, No. 4, pp. 12-25 [reprinted in Vezetestudomány, Vol. 1-2, 1993, pp. 47-55].

C. Markides, "The Economic Characteristics of De-Diversifying Firms," British Journal of Management, Vol. 2, No. 2, June 1992, pp. 91-100.

C. Markides, "Consequences of Corporate Refocusing: Ex-Ante Evidence," Academy of Management Journal, Vol. 35, No. 2, June 1992, pp. 398-412

C. Markides, "How Much-Hated Takeover Defences can Unlock Hidden Value," Multinational Business, Summer 1992, No. 3, pp. 21-28.

C. Markides and N. Berg, "Corporate Divestitures: The Stockmarket Verdict," Long Range Planning, Vol. 25, No. 2, April 1992, pp. 10-15.

C. Markides, "Corporate Refocusing," Business Strategy Review, Vol. 4, No. 1, Spring 1993, pp. 1-15.

C. Markides and D. Oyon, "Stealing from thy Neighbor: Leveraged Recapitalizations and Wealth Redistribution", British Journal of Management, Vol. 5, No. 2, June 1994, pp. 139-152.

C. Markides and C. Ittner, "Shareholder benefits from Corporate International Diversification: Evidence from US International Acquisitions," Journal of International Business Studies", Vol. 25, No. 2, Second Quarter 1994, pp. 343-366.

D. Oyon, C. Markides and C. Ittner, "The Information Content of Share Repurchases: An Empirical Study," British Journal of Management, Vol. 5, Special Issue, June 1994, pp. S65-S75.

C. Markides and P. Williamson, "Related Diversification, Core Competences and Corporate Performance," Strategic Management Journal, Vol. 15, Special issue, Summer 1994, pp. 149-165.

C. Markides, "Diversification, Restructuring and Economic Performance," Strategic Management Journal, Vol. 16, No.2, February 1995, pp. 101-118.

C. Markides and J. Stopford: "From ugly ducklings to elegant swans: Transforming mature companies into world leaders," Business Strategy Review, Vol. 6, No. 2, Summer 1995, pp. 1-24.

C. Markides and P. Williamson, "Corporate Diversification and Organizational Structure: A Resource-based View," Academy of Management Journal, April 1996, Vol 39, No. 2, pp. 340-367.

C. Markides: "Strategic Innovation," Sloan Management Review, Vol.38, No. 3, Spring 1997, pp.9-23.

C. Markides: "To Diversify or Not to Diversify," Harvard Business Review, November-December 1997, pp. 93-99.

C. Markides and H. Singh: "Corporate Restructuring: A symptom of poor governance or a solution to past managerial mistakes?" European Management Journal, Vol. 15, No. 3, June 1997, pp. 213-219.

C. Markides: "Strategic Innovation in Established Companies," Sloan Management Review, Vol. 39, No. 3, Spring 1998, pp. 31-42.

C. Markides and D. Oyon: "International Acquisitions: Do They Create Value for Shareholders?" European Management Journal, Vol. 16, No. 2, April 1998, pp. 125-135.

Guest Editor of a Special Issue of Sloan Management Review entitled "In Search of Strategy" Vol. 40, No. 3, Spring 1999. (Contributors include: CK Prahalad, Richard Pascale, Jay Barney, Henry Mintzberg, Richard D'Aveni, Derek Abell, Chan Kim, Sumantra Ghoshal, Chris Bartlett, Paul Geroski, Kathy Eisenhardt, Peter Williamson, Eric Beinhomer).

C. Markides: "In search of strategy," Sloan Management Review, Vol. 40, No. 3, Spring 1999, pp. 6-7.

C. Markides: "A Dynamic View of Strategy," Sloan Management Review, Vol. 40, No. 3, Spring 1999, pp. 55-63.

C. Markides: "Strategic Innovation: The Leaders' Dilemma," European Management Journal, Vol. 17, No. 1, February 1999, pp. 33-36.

C. Markides: "Strategic Innovation at Lan & Spar Bank: An interview with CEO Peter Schou," European Management Journal, Vol. 17, No. 2, April 1999, pp. 165-173.

C. Markides: "Six Principles of Breakthrough Strategy," Business Strategy Review, Vol. 10, No. 2, Summer 1999, pp. 1-10.

C. Markides: "Strategy as making Choices: A Discussion with John Bachmann, Managing Principal of Edward Jones," European Management Journal, Vol. 17, No. 3, June 1999, pp. 275-281.

C. Markides: "The Challenge of Strategic Innovation," Leader to Leader, June 1999.

C. Markides: "Commentary on the Henry Mintzberg Interview," Academy of Management Executive, Vol. 14, No. 3, August 2000, pp. 39-41.

C. Markides: "Strategic Innovation: Constantinos Markides on Strategy and Management," Academy of Management Executive, Vol. 14, No. 3, August 2000, pp. 43-46.

C. Markides and Daniel Oyon: "Changing the Strategy at Nespresso: An Interview with former CEO Jean-Paul Gaillard," European Management Journal, Vol. 18, No. 3, June 2000, pp. 296-301.

C. Markides: "Strategy and Management: Constantinos Markides Discusses Strategic Innovation," An Interview by Paul Mang," European Management Journal, Vol. 18, No. 4, August 2000, pp. 357-365.

C. Markides: "Breaking the Rules," Management Today, Vol. 17, No. 4, May 2001, pp. 4-10.

C. Markides: "Strategy as Balance: From "either-or" to "And"," Business Strategy Review, Vol. 12, No. 3, Autumn 2001, pp. 1-10.

C. Markides: "Escaping the Jungle," Business Strategy Review, Vol. 13, No. 3, Autumn 2002, pp. 34-38.

E.R. Larsen, C. Markides and S. Gary: "Imitation and the Sustainability of competitive advantage," Best Paper Proceedings, Academy of Management, Denver, August 2002.

C. Markides and P. Geroski: "Colonizers and Consolidators: The two cultures of corporate strategy," Strategy + Business, Issue 32, Fall 2003, pp. 46-55.

C. Markides and P. Geroski: "Teaching Elephants how to dance and other silly ideas," Business Strategy Review, Vol. 14, No. 3, Autumn 2003, pp. 49-53.

C. Charitou and C. Markides: "How to Respond to disruptive strategic innovation," Market Leader, Issue No. 21, Summer 2003, pp. 18-24.

P. Geroski and C. Markides: "Pioneers and Consolidators," Management Consultant, Fall 2003.

C. Charitou and C. Markides: "Responses to Disruptive Strategic Innovation," Sloan Management Review, Winter 2003, Vol. 44, no. 2, pp. 55-63.

Jamie Anderson and C. Markides: "t-Innovation: Using Information and Communication Technology to Achieve Strategic Innovation," International Journal of Innovation and Technology Management, Vol. 1, No. 2, June 2004, pp. 233-248.

C. Markides: "Rethinking Innovation," Leader to Leader, No. 34, Fall 2004, pp. 35-42.

P. Geroski and C. Markides: "The Art of Scale: How to turn someone else's idea into a big business," Strategy + Business, Issue 35, Summer 2004, pp. 51-59.

C. Markides: "What is strategy and how do you know if you have one?" Business Strategy Review, Summer 2004, Vol. 15, Issue 2, pp. 5-12.

C. Markides and P. Geroski: "Creating New Radical Markets: The Myth of First Mover Advantage," Market Leader, No. 24, Spring 2004, pp. 21-26.

C. Markides and P. Geroski: "Racing to be Second: Conquering the industries of the future," Business Strategy Review, Vol. 15, No. 4, Winter 2004, pp. 25-31.

C. Markides: "Idol Talk," People Management, Vol. 10, No. 21, 28 October 2004, pp. 52-53.

C. Markides: "Why Professor Porter is Wrong," Think: Act, Vol. 1, No. 1, December 2004, 50-53.

C. Markides and C. Charitou: "Competing with Dual Business Models: A Contingency Approach," Academy of Management Executive, Vol. 18, No. 3, August 2004, pp. 22-36.

C. Markides: "Tackling upstart competitors? It's not easy," CIIM Management Review, Vol. 1, No. 1, Spring 2005, pp. 4-9.

C. Markides: "Spotlight: Strategy in Turbulent Times" Management Decision, Vol. 43, No. 9, 2005, pp. 1225-1231.

C. Markides: "Hidden Agenda," People Management, 28 September 2006, pp. 36-

C. Markides and J. Anderson: "Creativity is not enough: How strategic innovators succeed in the marketplace," European Journal of Innovation Management, Vol. 9, No. 2 (2006), pp. 129-148.

C. Markides: "Disruptive Innovation: In Need of Better Theory," The Journal of Product Innovation Management, 23, No. 1 (2006): 19-25.

C. Markides: "Exploring the Boundary of Strategy and Economics: An essay in memory of Paul Geroski," International Journal of the Economics of Business," Vol. 13, No. 1, February 2006, pp. 7-11.

C. Markides: "Hidden Agenda," People Management, 28 September 2006, pp. 36-41

C. Markides: "In Search of Ambidextrous Professors," Academy of Management Journal, 50 (4), August 2007, pp. 762-768.

Jamie Anderson and C. Markides: "Strategic Innovation at the Base of the Economic Pyramid," Sloan Management Review, Fall 2007, Vol. 49: 1, pp. 83-88.

Joerg Reckhenrich, Jamie Anderson and C. Markides: "The Strategy of Art," Business Strategy Review, Vol. 19, No. 3, Autumn, 2008, pp. 5-12.

C. Markides: "Innovating Globally," Business Strategy Review, Vol. 21, No. 1, March 2010, pp. 24-27.

C. Markides and D. Oyon: "What to do against Disruptive Business Models: When and How to Play two games at once," Sloan Management Review, Summer 2010, Vol. 51, No. 4, pp. 25-32.

J. Anderson, C. Markides and M. Kupp: "The Last Frontier: Market Creation in Conflict Zones, deep rural areas and Urban Slums," California Management Review, Summer 2010, Vol. 52, No. 4, pp. 6-28.

C. Markides: "Creativity is not enough: How to create new market space through business-model innovation," IMP Perspectives, Vol. 2, 2010, pp. 73-81.

C. Markides: "Crossing the Chasm: How to convert relevant research into managerially useful research," The Journal of Applied Behavioral Science, March 2011, Vol. 47 (1), pp. 121-134.

C. Markides and S. Crainer: "Leading a social business: Profit and progress from the bottom up," Business Strategy Review, forthcoming.

Working Papers

M. S. Gary, E. Larsen, C. Markides and P. Nattermann: "Hypercompetitive interactions between new entrants and incumbents and the effect on industry profitability," Working paper.

W. Chu and C. Markides: "Divisional Autonomy and performance in the Differentiated Network: Evidence from Taiwan," Working paper.

C. Markides and D. Oyon: "International Acquisitions and Value Creation," Working paper.

C. Markides and K. Blackmon: "The survival of established firms in Schumpeterian environments: The case of the supercomputer industry," paper under preparation.

C. Markides and P. Nattermann: "Strategic Convergence and the Erosion of Profits in a new Industry," Working paper.

C. Markides and W. Chu: "Structural versus Cultural Approaches to Managing Diversification: The Case of Taiwanese Diversified Groups," Working paper.

Chapters in books

"Manufacturing Offshore is Bad Business" reprinted from HBR in Gary Pisano and Robert Hayes (eds.) Manufacturing Renaissance, Harvard Business School Press, 1995, pp. 115-127.

C. Markides & D. Oyon, "Are the European Markets for Corporate Control Competitive?: An (Indirect) Empirical Test," Proceedings of the 17th Annual Conference, European International Business Association, Copenhagen, December 1991, pp. 1057-1082.

C. Markides, "Restructuring for Competition", in Managing 1994: The Competitive Edge, edited by Robert Heller, pp. 22-24, London: Sterling Publications Limited, 1994.

C. Markides, "Causes and Consequences of Corporate Restructuring," in Strategic Renaissance and Business Transformation, edited by H. Thomas, D. O'Neal and J. Kelly, Chichester, UK: John Wiley & Sons, 1995, pp. 415-434.

C. Markides, "Strategic Management: Overview," in the Financial Times Handbook of Management, edited by Stuart Crainer, London: Financial Times Pitman Publishing, 1995

C. Markides and E. Tracy: "International Joint Ventures: The Learning Perspective," in Sabine Urban (ed.): "Strategic Alliances, Partnerships and Long-term Cooperative Relations," Gabler, 1998

"Related Diversification, Core Competences and Corporate Performance," reprinted from SMJ in N. Foss (ed.) Resources, Firms and Strategies: A Reader, Oxford: Oxford University Press, 1998; also reprinted in A. Campbell and K. Sommers Luchs (ed.) Core Competency-Based Strategy, London: International Thomson Publishing Company, 1997, pp. 96-122.

C. Markides and V. Papadakis: "What Constitutes An Effective Mission Statement: An Empirical Investigation," chapter 3, (pp. 33-54) in M. Hitt, J

Ricart I Costa and R. Nixon (eds.): New Managerial Mindsets: Organizational Transformation and Strategy Implementation, Chichester, UK: John Wiley & Sons Ltd, 1998.

Ji-Hwan Lee and C. Markides: "What to focus on?: Corporate Restructuring based on Strategic and Dynamic Relatedness," chapter 6 (pp. 305-346) in Korean Chaebol in Transition: Road Ahead and Agenda, (Sung-Hee Jwa and In Kwon Lee, editors), Seoul, Korea: Korea Economic Research Institute, 2000.

C. Markides: "What is Strategy and How do you know if you have one?" pp. 230-242, Financial Times Handbook of Management, 2nd edition, (Stuart Crainer and Des Dearlove, editors), London: Pearson Education Ltd, 2001.

C. Markides: "Corporate Strategy: The Role of the Centre," Handbook of Strategy and Management, edited by Andrew Pettigrew, Howard Thomas and Richard Whittington, London: Sage Publications, 2002, pp. 98-112.

C. Markides: "Walking on Water: How to win by breaking the Rules," The Innovation Wave, Bettina von Stamm, editor, (Chistester, UK: John Wiley and Sons, 2003).

C. Markides: "Racing to be second: Innovation through imitation," in The Future of the Multinational Company, Birkinshaw, J. et. al (eds.), Chistester (UK): John Wiley, 2003, pp. 211-221.

Ji-Hwan Lee and C. Markides: "Portfolio Restructuring Based on Strategic Relatedness between Businesses: A Suggestion for the Chaebol," chapter 9 (pp. 249-276) in Competition and Corporate Governance in Korea: Reforming and Restructuring the Chaebol, (Sung-Hee Jwa and In Kwon Lee, editors), Cheltenham, UK: Edward Elgar, 2004.

C. Markides: "What is Strategy and How do you know if you have one?" pp. 48-56, Financial Times Handbook of Management, 3rd edition, (Stuart Crainer and Des Dearlove, editors), London: Pearson Education Ltd, 2004.

C. Markides: "How to create the industries of the 21st century," chapter 11 (pp. 203-220) in: Strategy, Innovation and Change, (Robert Galavan, John Murray and C. Markides, eds.), Oxford: OUP, 2008.

C. Markides and W. Chu: "Innovation through ambidexterity: How to achieve the ambidextrous organization," Chapter 19, pp. 324-342, in: Handbook of Research on Strategy and Foresight, (Laura Anna Costanzo and Robert Bradley MacKay, eds.), Cheltenham, UK: Edward Elgar, 2009.

C. Markides: "Competitive Strategy Research's Impact on Practice," Elgar Handbook of Research on Competitive Strategy, (Giovanni Battista Dagnino, Ed.), London: Edward Elgar Publishing, forthcoming.

Teaching Cases

US Competitiveness in Manufacturing (HBS case)

Asia's Four Little Dragons (HBS case)

EEC Competitiveness in the World Economy (HBS case)

Unihorn plc (unpublished)

European Agronomic Institute (unpublished)

Nespresso S.A (1992).

Edward Jones (1999)

Nestle and the Multi-Beverage Machine Market (A), (B), (C) and Teaching Note (2008)

Edipresse: Responding to a strategic innovation (A) and (B) and Teaching Note (2008)

Monodor SA (A) and (B) and Teaching Note (2009)

Waitrose in 2008: The Growth Imperative (A) and Teaching Note (2009)

Reuters Market Light : A new business model in action (2009)

Shire Pharmaceutical Plc in 2008 and Teaching Note

Guardian News and Media in 2009: Responding to Disruptions in the Newspaper Business

Circle Health in 2010: A Maverick Grows Up

Other publications

C. Markides, "Acquisitions, De-mergers and Sell-Offs: How to Become an Inside Raider," Alumni News, Spring 1993, pp. 9-11.

C. Markides, "Business is Good?: Time for Change" Alumni News, Spring 1994, p. 15.

C. Markides et al, Building Global Excellence, a Research Report sponsored by the BOC Group and the CBI.

C. Markides: "Even lawyers need to think strategically," European Counsel, 1:1, September 1996, p. 18

C. Markides: "The right reasons for breaking up," European Counsel, 1:2, October 1996, p. 18

C. Markides: "The Essence of Good Management," European Counsel, 1:3, November 1996, p. 18

C. Markides: "Business evolution and the sources of competitive advantage," European Counsel, 1:4, December 1996, p. 18.

C. Markides: "Benchmarking our way to economic success," European Counsel, January-February 1997, p. 18.

C. Markides: "Good marketing means convincing the customer," European Counsel, March 1997, p. 18.

C. Markides: "Soldiers with a mission but no passion," European Counsel, April 1997, p. 18.

C. Markides: "Preparing for the Unknown in Advance," European Counsel, May 1997, p. 16.

C. Markides: "Creating the Innovative Organisation," European Counsel, June 1997, p. 16.

C. Markides: "Successful Diversification," European Counsel, July-August 1997, p. 12.

C. Markides: "Escaping our Mental Models," European Counsel, September 1997, p. 14.

ACADEMIC PRESENTATIONS:

C. Markides, "An Economic Explanation of Corporate Refocusing," Paper presented at the AUT/RES Conference, London, April 1992.

C. Ittner and C. Markides, "Hostile Takeovers and Management Resistance: The Impact of Defensive Divestiture on Shareholder Value", Paper presented at the British Academy of Management Conference, Bradford, September 1992.

C. Markides, "Diversification, Restructuring and Economic Performance," Paper presented at the SMJ Special Conference on Restructuring, The Wharton School, Philadelphia, September 1992.

C. Markides, "Causes and Consequences of Corporate Restructuring," Paper presented at the Strategic Management Society Conference, London, October 1992.

C. Markides, "Diversification, Refocusing and Economic Performance," Paper presented at the Academy of International Business Conference, Brussels, November 1992.

C. Markides, "Why are Firms Repurchasing their Shares?--An Empirical Investigation," Paper presented at SIM Seminar, London Business School, London, November 1992.

C. Markides, "The Information Content of Share repurchases," Paper presented at the British Academy of Management Annual Conference, Milton Keynes, September 1993.

C. Markides, "Corporate Refocusing and Economic Performance," Paper presented at the University of Nottingham, January 1994.

C. Markides and H. Singh, "Corporate Restructuring: Voluntary restraint or external discipline?" Paper presented at the British Academy of Management Conference, Sheffield, September 1995

C. Markides and D. Oyon, "Determinants of the Valuation Consequences of International Acquisitions: Managerial and Strategic Factors," presented at the Academy of Management Conference, Cincinnati, August 1996

C. Markides and H. Singh, "Why do firms restructure?: Governance failure versus organizational misfits," presented at the Academy of Management Conference, Cincinnati, August 1996

Wenyi Chu and C. Markides: "Management Control Styles in Diversified Firms: Can Hqs Manage Different Divisions Differently?" presented at the 1996 BAM Conference, September 1996

C. Markides and E. Larsen: "Imitation and the Sustainability of Competitive Advantage," presented at the Academy of Management Conference, Boston, August 1997.

C. Markides and W. Chu: "Internal Differentiation within Diversified Firms," presented at the Academy of Management Conference, Boston, August 1997.

C. Markides and C. Ittner: "Defensive Divestitures," presented at the Academy of Management Conference, Boston, August 1997.

C. Markides and V. Papadakis: "What determines the effectiveness of Mission Statements? An Empirical Investigation," presented at the SMS Conference, Barcelona, October 1997.

C. Markides and C. Charitou: "Strategic Innovation," presented at the SMS Conference, Orlando, Florida, October 1998.

C. Markides: “What are we missing in the diversification research,” presented at the Academy of Management meeting, Chicago, August 1999

C. Markides and W. Chu: “The Management of Strategic Ambiguity in Diversified firms,” presented at the Academy of Management, Chicago, August 1999.

C. Markides: “Strategic Innovation,” presented at Dartmouth College, April 2000.

Papers presented at the Academy of Management, Washington (2001), Denver (2002), New Orleans (2005), Atlanta (2006), Philadelphia (2007), Anaheim (2008).

C. Markides: Discussant, Harvard Strategy Conference, October 2007

C. Markides: “Disruptive Innovation,” presented at the University of Vienna, December 2007.

C. Markides: “International Acquisitions and Value Creation,” presented at the University of Bologna, March 2008.

C. Markides: “Designing Organizations to Exploit and Explore,” Harvard Organizational Conference, December 2008.

ACADEMIC ADMINISTRATION

(1) Associate Editor, **European Management Journal**, 1999-2008

(2) Editorial Board: **Strategic Management Journal**, **Journal of Management and Governance**, **Academy of Management Journal**, **Journal of Strategy and Management**, **European Management Journal** and **Sloan Management Review**

(3) Conference Co-Chair: **British Academy of Management Conference**, London, September 1997.

(4) Director: **Accelerated Development Programme**, 1993-1996.

(5) Organized the **Stockton Lectures** 1994, London Business School

(6) **Chairman** of the Strategy Department, LBS, August 1999-2002; August 2006-August 2009.

OTHER ACTIVITIES:

(1) Non-Executive Director: Amathus (U.K.) Ltd, 1997-2005; Genesis Pharma SA (Greece); and Parthenon Trust (Greece).

(2) Reviewer for: Academy of Management Annual Conference 1991, 1992, 1993, 1994 and 1997; Academy of Management Journal; Academy of Management Review; British Journal of Management; International Journal of Industrial Organisation; Journal of Forecasting; Journal of Management Studies, Cyprus Journal of Economics; Strategic Management Society; Nuffield Foundation; and the ESRC.

(3) Member: American Academy of Management, Strategic Management Society, Cyprus Economic Society, Academy of International Business.

(4) Guest Lecturer at: (a) CIIM, Nicosia, Cyprus; (b) MAICH, Chania, Greece.

(5) Executive Development for several organizations including: (a) British Aerospace plc; (b) Wellcome Foundation; (c) Unilever; (d) Cabinet Office; (e) Honeywell; (f) Pirelli; (g) EDF/GDF; (h) Polygram; (i) Credit Suisse (j) Mercury Asset Management; (k) Abbey National; (l) Nestle.

(6) Discussant at various Academy of Management Conferences (e.g. Las Vegas, August 1992; Vancouver, August 1995; New Orleans, 2005; Philadelphia, 2007)

(7) Panel member, Young faculty Consortium, Academy of Management Conference, Vancouver, August 1995 and Doctoral Consortium, Washington, DC. August 2000

(8) Member of the "Academic Board" of the Cyprus International Institute of Management.

(9) Fellow of the World Economic Forum, Davos (1999-2003)

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