

MICHAEL G. JACOBIDES

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CURRENTLY: ASSISTANT PROFESSOR OF STRATEGIC MANAGEMENT, *LONDON BUSINESS SCHOOL Strategic and International Management Area, London Business School, 2000* –

- Professor of Executive Education (by Courtesy), *Columbia Business School, 2001* -
- The Chris Ingram Strategic Leadership Fund Faculty Fellow; 2005 -
- Principal Investigator, Leverhulme Trust Project on Digital Transformations (*see Research*)
- Co- recipient of the Innovation in Teaching Award, 2001 (*see Teaching Activities*)

SUMANTRA GHOSHAL FELLOW, *ADVANCED INSTITUTE OF MANAGEMENT RESEARCH (AIM)*,
Recipient of a Fellowship to buy out teaching and support research on value chain evolution, profit migration, and innovation, 2005 - (*see Research*)

ACADEMIC POSITIONS SENIOR SCHOLAR, MANAGEMENT DEPARTMENT
THE WHARTON SCHOOL, University of Pennsylvania, 2004-5

SENIOR FELLOW, WHARTON FINANCIAL INSTITUTIONS CENTER
THE WHARTON SCHOOL, University of Pennsylvania, 2000 -

ADJUNCT ASSISTANT PROFESSOR OF INFORMATION, STRATEGY, SYSTEMS & ECONOMICS
THE WHARTON SCHOOL (OPIM Dept), University of Pennsylvania, 2000

LECTURER IN MANAGEMENT, 1998-2000
THE WHARTON SCHOOL (Undergraduate Division), University of Pennsylvania
Recipient of the *Teacher of the Year Award*, 2000 (*see Teaching Activities*)

VISITING SCHOLAR, 4/1997-1/1998: *STANFORD UNIVERSITY*.
- Invited by Economics Dept (Comparative Institutional Analysis Group; host: P. Milgrom)
- Concurrent invitation by the Strategy Group, Graduate School of Business.

VISITING SCHOLAR, 12/1996-7/1997: *UNIVERSITY OF CAMBRIDGE*.
- Academic Visitor, Judge Institute of Management Studies (host: G. Hodgson.)
- Affiliated with Trinity College (graduate rights).

EDUCATION **Ph.D. in Management, 12/2000: *The Wharton School, University of Pennsylvania***
- Strategy Field. Disciplinary concentration: Economics. Ph.D. coursework GPA: 3.98/4.
- Fellow, Wharton Decision Sciences Inter-departmental Group, 1996 - 2000

Thesis “*Un-bundling and Re-configuring the Mortgage Banking Value Chain: A Longitudinal Analysis of Vertical Scope, Institutional Form, Strategy and Profit Distribution.*”

Dissertation Committee Advisor: Prof. *Sidney G. Winter*; Chairman: Prof. *Daniel Levinthal*. Members:
Prof. *Harbir Singh*; Prof *Anthony Santomero* (Finance Dept; Financial Institutions Center)
Prof. *Lorin Hitt* and Prof. *David Croson* (Information Strategy, Systems & Economics Group)

M.A., Applied Economics & Managerial Science, 1996: *The Wharton School, U. of Penn.*
Major Field: Strategy. Minor Field: Decision and Information Science. GPA: 3.96 / 4.

B.S., Economics, 1992: *School of Economics, Athens University, Greece*
Fields: Economic Policy; IO & Technology; Econometrics. Summa Cum Laude, GPA 9.6/10

RESEARCH AFFILIATIONS *Sumantra Ghoshal Fellow, Advanced Institute for Management Research (AIM), 2005 -*
£ 221,000 Grant from the ESRC / AIM to buy out teaching for 1 year and support research on value chain evolution and profit migration in the UK and the US (AIM is a £30M initiative designed to transform management research & education in the UK).

Principal Investigator, The Leverhulme Trust Programme on ICT and the Digital Divide, London Business School 2002-2006. Responsible for the research on how Information and Communication Technologies (ICT) are transforming firm and industry boundaries, and profit migration patterns. Data drawn from multiple countries & industries. Funds allocated for research: £465,000 out of the £1,100,000 awarded to LBS.

Affiliate, Industry Studies Program, The Alfred P. Sloan Foundation, New York, 2004- Senior Fellow, Wharton Financial Institutions Center, 2000 - Sloan Fellow, Wharton Financial Institutions Center, 1998-2000
Research on evolution of lending value chain in the Mortgage Banking industry, and on the drivers & strategic impacts of vertical disintegration & re-configuration in financial services.

Senior Research Associate, Emerging Technologies Management Research Program, 1996-2000, Huntsman Center for Global Competition and Innovation, the Wharton School.
Research on success in innovation; study of outsourcing, firm boundary and industry evolution.

DISTINCTIONS

- *Chris Ingram Faculty Fellow*, 2005 – Inaugural Fellow supported by the Ingram Fund on Strategy, Entrepreneurship, and Leadership at the London Business School
- *Finalist, J.A. Schumpeter International Society Bi-annual Prize*, June, 2004
- *Organization Science Winter Conference Best Presentation Award*, February 8, 2004
- *Best Paper Award Nominee*, Academy of Management Meetings, Seattle, WA, August 2003
- *Richard R. Nelson Thesis Award*, Honourable Mention (Sponsored by the Consortium on Cooperation and Competition), 2001
- Strategic Management Society 2001 Meetings *Best Paper Finalist* (and award runner-up)
- *Innovation in Teaching Award* co-recipient for the Young Professionals Executive Program, London Business School, 2001
- *Teacher of the Year Award*, Wharton Evening School Programs, 2000
- *Ad hoc Visiting Scholar Travel and Research Grant*, awarded by the Vice Dean of The Wharton School, co-sponsored by Wharton’s Management Department, 12/1996 - 1/1998.
- *NATO (North Atlantic Treaty Organization) Science Scholar*, 1994-1998.
- Selection in *Best Papers Section*, Academy of Management, various years.

INTERNAL GRANTS

- *Chris Ingram Strategy, Entrepreneurship and Leadership Fund*: £12,500, to support research as the inaugural Chris Ingram Faculty Fellow
- *London Business School*: Grants for Research Development, 2001-5, cumulative c. £61,000
- *Center for the Network Economy, London Business School*: £50,000 Grant to research the impact of Information Technology on Firm and Industry Boundaries, 2001/2; £9,000 Grant to study the entry patterns and crowdedness in B2B Markets, 2001/2
- *Strategic Leadership Research Programme, London Business School*, £13,500 Grant to research (a) the strategic implications of changing scope, and (b) the use of information in agency relationships, 2001/2

- The Wharton School: Research Grants from several Centers, such as the *Huntsman Center for Global Competition and Innovation*; the *Deloitte & Touche Chair in Management*, and the *Financial Institutions Center*, a Wharton-allocated *National Science Foundation Grant* (cumulative, c. \$110,000), 1994/2000

SCHOLARSHIPS - *Mortgage Bankers Association Dissertation Fellowship Grant*, 1999-2000

(External)

- **Fellow, *NATO Science Program***, 1994-1998.
- Scholar, *M. K. Varvaressos Foundation*, 1995-1998.
- *Lilian Voudouri Foundations' Award* for Postgraduate Studies, 1994-1995.
- Recipient of the *Varykas Honorary Scholarship*, Athens University, 1990-1992.
- Scholar of the *Greek National Foundation (IKY)*, 1988-1992.

RESEARCH INTERESTS

- Overall interest: The drivers and implication of architecture of organizational capabilities; i.e. how labor is divided within and between organizations, and what are the implications of this division of labor for companies and industries.
- 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.
- Theory of the firm, focusing on the role of coordination, information, and modularization.
- Institutional, Organizational, Technological & Evolutionary Economics.
- Organizational Design; its drivers and consequences. How cognitive limitations shape and are reinforced by the division of labor within and between firms

PUBLICATIONS "Designing the Boundaries of the Firm: From "Make, Buy or Ally" to the Dynamic Benefits of Vertical Architecture" (with S. Billinger), Forthcoming, *Organization Science*, special issue on Organizational Design, 2006

"Losing Sight of the Forest for the Trees? Productive Capabilities and Gains from Trade as Drivers of Vertical Scope" (with L. M. Hitt), *Strategic Management Journal*, vol. 26, No.13, December 2005: pp. 1209-1227

"The Dynamic Limits of Specialization: Vertical Integration Reconsidered." (with E. Cacciatori), *Organization Studies*, vol. 26, No.12, December 2005: pp. 1851-1883

"Industry Change through Vertical Dis-integration: How and Why Markets Emerged in Mortgage Banking", *Academy of Management Journal*, vol. 48, No. 3, June 2005, pp. 465-498

"The Co-evolution of Capability and Transaction Costs: Explaining the Institutional Structure of Production" (with S.G. Winter), *Strategic Management Journal*, vol. 26, No.5, May 2005: pp. 395-413

"Mortgage Banking Unbundling", *Housing Finance International*, July 2002: 3-13.

"Technology with a Vengeance: The New Economics of Mortgaging", *Mortgage Banking*, October 2001, pp. 118-130

"Case-Study in Capabilities-Based Restructuring: Mortgage Banking" *The Banker*, October 2001, (supp), p. 12

"Information Policy: Shaping the Value of Agency Relationships" (with D. C. Croson), *Academy of Management Review*, vol. 26, No. 2, April 2001, pp. 202-223.

“Mortgage Banking Unbundling: Structure, Automation and Profit”,
Mortgage Banking, January 2001, pp. 28-40

“Agency Relationships and Monitoring in Electronic Commerce”, (with D.C. Croson),
International Journal of Electronic Commerce, Special Issue on Information Technology and
Economics (Best of the W.I.S.E. 1995 Meetings), vol. 1, n. 3, Spring 1997, pp. 65-82.

“The Housing Sector in the Hellenic Reality: An Assessment of Major Economic Aspects”,
TOPOS, Review of Urban and Regional Studies, vol. 9, April 1995, pp. 3-40.

“A Macro-economic Approach to Venture Capital: Elements of a Dynamic Analysis”, *Bulletin
of the Hellenic Banks' Association*, Second Semester 1992, pp. 181-200.

“Venture Capital: Historical Overview and a Functional Analysis”,
Bulletin of the Hellenic Banks' Association, Third Quarter 1991, pp. 141-159.

**Conference
Proceedings**

“Institutional Form and Organizational Evolution: Lessons from the Mortgage Industry”
Academy of Management Proceedings, 2003 Meetings (BPS Division)

“Reconsidering the Dynamics of Firm Size, Incumbency, Industry Structure and Propensity to
Innovate”, TIM Division, Virtual Proceedings of the 1996 Academy of Management Meetings

“Information Policy: Shaping the Value of Agency Relationships”, with D. C. Croson, BPS
Division, Virtual Proceedings of the 1996 Academy of Management Meetings

“Rethinking the Impact of Information Technology on Transactions Costs and Outsourcing
Practices”, Proceedings of the 1996 Eastern Academy of Management Meetings, pp. 2-6.

UNDER REVIEW

**Conditionally:
Accepted** “Entrepreneurship and Firm Boundaries: The Theory of *A* Firm”, (with S. G. Winter),
Journal of Management Studies, Special Issue on Entrepreneurship and the Entrepreneurship of
the Firm (J.B. Barney & S. Alvarez, eds.), 2006.

“Playing Football in a Soccer Field: Value Chain Structure, Institutional Modularity, and
success in foreign expansion”, *Managerial and Decision Economics*, Special Issue on Strategy
(M. Peteraf & C. Maritan, eds.), 2006.

“The Architecture and Design of Organizational Capabilities: Winter meets Simon”, invited
paper for the special issue on the legacy of S.G. Winter, *Industrial and Corporate Change*.

**Revise and:
Resubmit**

“The inescapable limits of organizational structure and the unfulfilled role of hierarchy:
Lessons from a near war”, revision invited 12/05, *Organization Science*

“A Model of how Transaction Costs, Capabilities and Scalability Drive Vertical Scope”,
revision invited 10/05, *Organization Science*

“Small Numbers Outsourcing: Efficient Procurement Mechanisms in a Repeated Agency
Model” (with D.C. Croson), 3rd round invited 6/03, *Journal of Industrial Economics*

“Innovation Regimes: Explaining Industry Patterns and Success in Innovation”, 3rd round
invited 1/01, *Industrial and Corporate Change*.

“Technology, Firm Attributes and the Economic Environment: Critical Review of the Drivers
of Innovation and Industry Patterns”, 3rd round invited 1/01, *Industrial and Corporate Change*.

- WORKING PAPERS** (not listed under publications)
- “Why interface specification varies between organizations: Heterogeneous knowledge and communication advantages”, (with P. Puranam), London Business School, July 2005
 - “Explaining the Long Cycles of Deconstruction: Information, Coordination, and Modularity”, Leverhulme Trust Digital Transformations / LBS Working Paper, January 2003
 - “Boundaries of Organization and Boundaries of Ownership: The Case of Business Process Outsourcing”, (with P. Puranam), Mimeo, London Business School, January 2003
 - “Securitization as a Catalyst for Change in Industry Structure” (with A. Bailey and M. Belezina), Centre for the Network Economy Working Paper, London Business School, November 2002
 - “Explaining Entry Decisions and Crowdedness in B2B Markets” (with D. C. Croson) Working Paper, Center for the Network Economy, London Business School, November 2001
 - “Entry decisions and crowdedness in B2B e-markets”, (with D.C. Croson and A. Nguyen), Working Paper, London Business School, October 2001.
 - “Revisiting Vertical Scope: Capabilities, Integration and Profitability” Working Paper #01-16, Wharton Financial Institutions Center, The Wharton School, April 2001
 - “Vertical Scope, Revisited: Transaction Costs vs. Capabilities and Profit Opportunities in Mortgage Banking” (with L. M. Hitt), Working Paper #01-17, Wharton Financial Institutions Center, The Wharton School, April 2001
 - “Beyond the Firms vs. Markets Dichotomy: A Structural View on Governance Forms”, mimeo The Wharton School, 1999.
 - “Shifting Boundaries of the Firm in the Digital Era: Coordination and Information”, Emerging Technologies Program Working Paper ,1998.
 - “Decision Failures when the Stakes are High: Lessons from a Near-War”, mimeo, The Wharton School of the University of Pennsylvania, October 1998.
 - “Assessing the Drivers of Innovation and Industry Patterns”, Emerging Technologies Program Working Paper WP-98-003, The Wharton School, November 1997. (Replaces WP-96-002)
 - “Information Technology and Coordination in Firms and Markets”, Emerging Technologies Program Working Paper WP-97-006, The Wharton School, March 1997.
 - “Small Numbers Outsourcing: How Can it Work?”, (with D.C. Croson) Operations and Information Management Department Working Paper, The Wharton School, January 1997.

ACADEMIC

- PRESENTATIONS**
- “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 9, 2005
 - Strategic Management Society Conference, Orlando, October 24, 2005
 - International Society for New Institutional Economics (ISNIE) Conference, Barcelona, September 22, 2005
 - Academy of Management, August 2005, Hawaii – Symposium on Organizational Design and Firm Boundaries

“Coordination between and within Firms: Synthesis and Discussion”

- Academy of Management, August 2005, Hawaii – Professional Development Workshop.

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

- Firm Boundaries and Entrepreneurship Mini-Conference, *OSU*, October 28, 2005
- *IESE*, invited presentation, Barcelona, September 21, 2005

“Playing Football in a Soccer Field: Value Chain Structure, Institutional Modularity, and success in foreign expansion”

- CIBER / AIB / JIBS Frontier Conference, Rotterdam, September 29, 2005
- International Society for New Institutional Economics (ISNIE) Conference, Barcelona, September 23, 2005

“The Dynamic Limits of Specialization: Vertical Integration Reconsidered”, (w. E. Cacciatori),

- International Society for New Institutional Economics (ISNIE) Conference, Barcelona, September 23, 2005

“Why interface specification varies between organizations: Heterogeneous knowledge and communication advantages”, (with P. Puranam),

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

“A Model of how Transaction Costs, Capabilities and Scalability Drive Vertical Scope”

- *Kellogg School, Northwestern University*, invited presentation, Evanston, IL, March 17, 2005
- *EPFL Lausanne*, invited presentation, Lausanne, February 14, 2005
- *London School of Economics*, invited presentation, London, January 31, 2005
- *Ohio State University*, invited presentation, Columbus, OH, January 14, 2005

“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 10, 2004

“How Value Chains Evolve: What Drives the Process of Modularization and Dis-integration”

- Academy of Management Meetings, New Orleans, August 10, 2004

“A Formal Model of how Capabilities, Transaction Costs and Scalability Interact to Drive Vertical Scope”

- Academy of Management Meetings, New Orleans, August 10, 2004
- *Bocconi University (CESPRI)*, Invited Seminar, Milan, February 25, 2004

“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 10, 2004
- Organization Studies Winter Conference Panel, Steamboat Springs, CO, February 10, 2004

“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 3, 2003

“Information Technology, Vertical Dis-Integration and Industry Transformation”

- The Leverhulme Trust/LBS Digital Transformations Conference, London, October 2, 2003

“Capabilities, Transaction Costs, and Evolution: Understanding the Institutional Structure of Production” (with S. G. Winter)

- Org. Science Winter Conference Presentation, Steamboat Springs, CO, February 9, 2004
- Strategic Management Society Meetings, Baltimore, MD, November 11, 2003 (scheduled)
- Academy of Management Meetings, Seattle, WA, August 7, 2003

“Organizational Unbundling and Vertical Dis-Integration: Lessons from the Emergence of Markets in Mortgage Banking”

- Academy of Management Meetings, Seattle, WA, August 9, 2003
- Winter Strategy Conference, BYU/Utah, Salt Lake City, March 9, 2003
- Invited Seminar, *INSEAD* Strategy & Technology depts, Fontainebleau, February 16, 2003
- Invited Seminar, Reg. Jones Center, *The Wharton School*, Philadelphia, February 7, 2003

“Modularity and the Theory of the Firm” (with P. Puranam)

- Showcase Symposium, Academy of Management Meetings, Denver, CO, August 7th, 2002

“Explaining the Long Cycles of Deconstruction: Information, Coordination, and Modularity”

- Strategic Management Society Meetings, Paris, September 24, 2002

“Where do Markets Come From?”

- Invited Seminar, *Xinghua University*, Beijing, December 6, 2002
- Academy of Management Meetings, Denver, CO, August 7, 2002
- Strategic Management Society Meetings, San Francisco, CA, October 24, 2001

Explaining Entry Decisions and Crowdedness in B2B Markets (D. Croson; Best Paper Finalist)

- Strategic Management Society Meetings, San Francisco, CA, October 22, 2001

“Revisiting Vertical Scope: Capabilities, Integration, Profitability & Mortgage Evidence”

- Strategic Management Society Meetings, Vancouver, Canada, October 17, 2000
- Academy of Management Meetings, Toronto, Canada, August 9, 2000

“What's an Organizational Form, Anyway?”

- Academy of Management Meetings, Chicago, IL, August 10, 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 9, 1999

“Un-bundling and Re-configuring 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

“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 10, 1998.

“Shifting Boundaries of the Firm in the Digital Era: Coordination and Information”

- Academy of Management Meetings, San Diego, CA, August 11, 1998.
- European Group for Organization Sciences, Budapest, Hungary, July 10, 1997.

“Unbundling, Standardization, and Competitive Dynamics” (with D.C. Croson)

- Strategic Management Society Meetings, Barcelona, Spain, October 6, 1997.

- “A Repeated Agency Model of Small Numbers Outsourcing” (with D.C. Croson)
 - Academy of Management Meetings, Boston, MA, August 13, 1997.
 - Strategic Management Society Meetings, Phoenix, AZ, November 10, 1996.
- “Information Technology and Coordination in Firms and Markets”
 - Academy of Management Meetings, Boston, MA, August 13, 1997.
 - INFORMS Meetings, Atlanta, November 5, 1996.
- “Information Policy: Shaping the Value of Agency Relationships”, (with D.C. Croson),
 - Academy of Management Meetings, Cincinnati, Ohio, August 14, 1996.
 - 7th W.I.S.E. Conference, London Business School, London, UK, December 10, 1995.
- “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 12, 1996.
- “Rethinking the Impact of Information Technology on Transactions Costs and Outsourcing “
 - Eastern Academy of Management Meetings, Washington, D.C. May 9, 1996.
 - INFORMS Meetings, Atlanta, November 5, 1996.

- KEYNOTE ADDRESSES** “Achieving organic growth through managing the Firm’s Boundaries”, Presentation to the *Ingram Partnership / LBS* Inaugural Leadership Event, London, January 24, 2006
- ETC.** “Creating value through restructuring the organization”, Keynote presentation, *Zurich Financial Services*, Norton Manor, December 6, 2005
- “Disrupting tradition: New Business Models, new value Propositions”, Keynote Address, 5th Annual General Managers / HR – Conference, PwC, Zappion, Athens, April 14, 2005
- “Strategic Innovations: Reconsidering how to add value through Business Models that Work”, Interactive Session, 5th Annual General Managers / HR, Conference, PwC, Zappion, Athens, April 14, 2005
- “How outsourcing might reshape insurance”, Keynote Address, PwC Thought Leadership Event, *London Underwriting Center*, January 26, 2005
- “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 29, 2004
- “Changing your Industry”, Keynote Session in the *British Bankers’ Association* Inaugural “Future Leaders Forum”, London, October 18, 2002
- “Creating Value in a Changing Environment”, Presentation and facilitation at the annual Senior Executive Retreat, *Zurich London (ZFS)*, Wilton Manor, July 4, 2002
- “Competing in the Shifting Financial Services Landscape”, Keynote Address to the Senior Executive Global Annual Meeting, *Winterthur / Credit Suisse*, Luzern, CH, June 24, 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 3, 2002.
- “Life After the Bubble: Technology and the New Business Landscape”, Keynote Panel, Mortgage Bankers Association of America National Convention, Toronto, October 16, 2001
- “Mortgage Banking in the Internet Economy: Myths, Half-Truths and a Crystal Ball”, Keynote Panel, Mortgage Bankers Association Convention, San Francisco, CA, October 31, 2000

EXECUTIVE EXECUTIVE DEVELOPMENT: WORK WITH GLOBAL COMPANIES, 2000-

INVOLVEMENT Programme Director for the Senior Executive Training of **Zurich Financial Services**
Designed, co-taught, and directed the multi-module programme on Management and Strategy of *Futures – Strategic Leadership Programme*, 2002 -

Design & teaching of **Pirelli S.p.A.**'s Strategy and Leadership sessions on "Understanding Business Complexity", tri-yearly programme for high-potential executives in Milan, 2001 -

"Strategy for in-house Consultants": Ad hoc, modular programme 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 programme for Emerging Leaders of **EADS** (FAST programme), France, 2003-4

Participation in programmes for companies such as *if Property & Casualty* (Sweden) and collaboration with companies or executives from *Accenture*, *EUMAN Group*, *McKinsey & Co*, *PriceWaterhouseCoopers*, to support executive development and consulting, 2002-

Facilitation and thought leadership sessions in Senior Executive meetings in organizations such as *Orange / France Telecom*, *PwC*, *Zurich Financial Services*, *MBAA*, etc. 2002 -

CENTRE FOR MANAGEMENT DEVELOPMENT, LONDON BUSINESS SCHOOL, 2001-

IBM, Business Premier Programme: Executive Facilitation, 2002-2004

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

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

Credit Union Executives Society, Board Members Programme: Strategic Innovation, 2001-

EXECUTIVE EDUCATION DIVISION, LONDON BUSINESS SCHOOL, 2000-

Design & teaching of 2 days in the 5-day executive course on *Developing Strategy for Value Creation*, LBS's main strategy open enrolment course on Strategy, 2002-. Ratings: 4.1-4.6 / 5.

Design & teaching of 6 sessions in the 3-week *Emerging Leaders Programme*, LBS's course for high-potential executives, 2001-. Ratings: 4.3-5.0 / 5.

WHARTON-FINANCIAL TIMES E-BUSINESS PROGRAM, 1999-2002

Co-designed the first joint virtual Wharton Offering in collaboration with the Financial Times
Taught web-based, live sessions on Knowledge Management. Ratings: 4.5-4.9/5

POLICY AND REGULATION; INDUSTRY ANALYST LINKS

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.

Research used / quoted by analysts and investment bankers of firms such as **Morgan Stanley**

TEACHING - Integrating strategic decision making into the organizational fabric of the firm

INTERESTS - Business Strategy; Strategic Innovation and new Business Models

- Value Chain & Industry Evolution, and Profit Migration

- Scenario Analysis and Strategy under Uncertainty

- Organizational Design, Firm Boundaries, and Strategy

- Institutional and Evolutionary Economics; Applications of Complex Adaptive Systems

TEACHING EXPERIENCE ASSISTANT PROFESSOR OF STRATEGIC AND INTERNATIONAL MANAGEMENT, LONDON BUSINESS SCHOOL . Co-recipient, *Innovation in Teaching Award*, 2001

Executive MBA - Global: Responsible for the Strategy Module of the *LBS- Columbia Business School Program* (2001-). Designed and taught the course. Ratings: 4.41/5

MBA Core Strategy Course, Summer 2001: Co-design and teaching. Ratings: 4.2/5

PhD Seminar: Basic Readings in Business, introductory course across PhD concentrations, re-designed and taught (2001-)

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

THE WHARTON SCHOOL - TEACHING EXPERIENCE:

Adjunct Assistant Professor of Strategy, Information, Systems & Economics, 2000
Responsible for the design and teaching of 2 sessions of OPIM 666, “Information: Industry Analysis and Competitive Strategy”, the foundation course of e-business and economics.

Lecturer in Management, The Wharton School, Undergraduate Division:
Design, teaching and assessment of the Undergraduate Division *Business Policy and Strategy* Course. Evaluation Ratings: 4.2-4.3/5

Winner of the *Teacher of the Year Award, Wharton Undergraduate Division, 2000*

Teaching Support Director, Wharton Direct, Aresty Institute for Executive Education:
Design & Implementation of IT-based teaching support in new *Distributed Learning Initiative*. Head TA for new course on *Building a Business Plan*. Ratings: 4.2-4.3/5.

Teaching Fellow, Information: Strategy, Systems and Economics Group (OPIM Dept.), Wharton School: Lectured on Knowledge Management, Information Policy, Intermediation and Dis-Intermediation; Participated in new course design & development; Designed and provided web support for Undergraduate and MBA courses on *Advanced Topics in Strategy and Information* (with L.M. Hitt and D.C. Croson; 1998 - 2000.) Lecture Ratings: 4.4/5

Instructor, The Wharton School, 1996: Responsible for the Recitations of MGMT 101 (*Introduction to Management*) in two sections of 25 undergraduate students each.

Teaching Assistant, The Wharton School: Evaluated field projects on *Technology and Entrepreneurship* (1997-8) Assessment & teaching support for *Strategy Implementation* class (1997-9), Undergraduate Optional *Strategy* class (1996-8); MBA *Global Strategy* class (1995-7); MBA *Core Strategy* class (1995-7)

Coordinator and Instructor, Hellenic Banks' Association Seminar on *Venture Capital* for Bank Executives (Athens, Greece, 1993).

CASES WRITTEN *Easycar (A), (B), (C), (D), and Teaching Note* (with Pascal Courty, available through ECCH). LBS Case on Stelios Haji-Ioannou’s latest venture, written with the support of EasyGroup. Multi-part case, which considers the challenges of creating and analyzing a new market space; the process of building a new business model; the way changes in design of new ventures are made; the way to integrate information of new ventures in updating a strategy; and puts the students to the task of devising, and then adapting their strategy, going from ideation to analysis, and to the interpretation of performance metrics as they have to adapt their plans.

PROFESSIONAL ACTIVITIES *Coordinator, Seminar Series, Strategic and International Management Area, LBS*
Organized and coordinated the series for external and internal speakers, 6/2001 to 12/2005

Member of the Editorial Board, Organization Studies, September 2003 -

Ad hoc Reviewing for the following journals (2000-):

Academy of Management Review; Academy of Management Journal;

Administrative Science Quarterly; Strategic Management Journal;

Management Science; Organization Science

Industrial and Corporate Change; Information Systems Review;

Journal of Management Studies; International Journal of Technology Management

Reviewing for Conferences, including the Academy of Management (BPS and TIM), 1998-

Senior Referee (and Adjudicating Referee), Ministry of Education, The Hellenic Republic.
Management & Economics curricula redesign proposals (amount judged, c. €50 million).

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

Strategic Management Society; INFORMS (and College on Organization Science); European Group for Organization Studies; International Society for New Institutional Economics.

WORK **Guildhall Limited**, London, United Kingdom

EXPERIENCE *Associate & Project Director (part-time involvement)*, March - December, 1994

Project Supervisor/Coordinator for Greece of Guildhall Limited, a UK City-based Financial Consulting Group (member, SFA, ISDA, ISMA.) Strategy study on Private Banking and a report on Banking Services in Greece; promotion of Guildhall in Greece.

TITAN Cement Company S.A., Athens, Greece

Coordinator of Strategic and Economic Research, July, 1993 to September, 1994

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. TITAN is a leading Cement producer, 6th biggest Industrial Group in Greece.

Ernst & Young - France (HSD Castel Jacquet), Paris, France

Analyst (Trainee), January to April, 1992

Participated in the Auditing Departments' three month traineeship on Auditing & Finance.

Sanofi - Pharma, Dept of Financial & Economic Studies, Pharmaceutical Div., Paris, France

Strategic Analyst (Trainee), October to December, 1991

Did a study on the impacts of Mergers & Acquisitions on research / product portfolio, industrial structure and performance in five major Pharmaceutical Companies.

Research Division, University of Athens, Greece

Research Associate (part-time), September 1990 to March 1991

Project: "Technological Change and Economic Development: The Case-Study of Greece".

Prepared survey & archival study on educational and technological concentration in Greece.

Military Service

Army Scientist- Researcher, January, 1993 to April, 1994

National Service in the Signal Corps of the Hellenic Army Land Forces as a Researcher.

LANGUAGES **Greek:** Fluently (Mother Tongue)
 English: Fluently (Cambridge Certificate of Proficiency, 1986)
 French: Fluently (Diplome d'Etudes Francaises, Ileme Degre, Paris-Sorbonne, 1986)
 Spanish: Well (Certificado en Espanol, Collegio de Espana, Salamanca, 1992)
 German: Well (Zertifikat Deutsch als Fremdsprache, 1988)

MISCALLENEA *Past Activities:*

Scouting (1977-1989, International Camps 1985-1989, Chief of Rangers - Rovers 1988-1989)

Collector of Postal History (National Awards, such as "Grand Prix Jeunesse", 1987, 1990; International Awards, 1986-1991; co-organizer of exhibitions etc.)

Hellenic Resource Institute, Inc.; HR-Group on Education; New York Office member.

Current Interests:

Sailing (licensed skipper, participation in several Yacht Races); Scuba-diving; Travel; Music; Theatre; Visual Arts; several Clubs and Associations in Greece and the UK.