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**Currently**

2009–	London Business School	Sir Donald Gordon Associate Professor of Entrepreneurship and Innovation, and Associate Professor of Strategy & Entrepreneurship (with tenure)
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**Previously**

2007–	London Business School	Associate Professor of Strategic & International Management (with tenure)
2000–2007	London Business School	Assistant Professor of Strategic & International Management
2006–	Advanced Institute for Management Research (AIM)	Sumantra Ghoshal fellow (See “Research affiliations and grants”)

**Academic positions**

2010	Bocconi University, Milan	Visiting Scholar
2008	Singapore Management University	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 & Sidney Sussex

**Education**

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 Fields: Economic Policy; IO & Technology; Econometrics. <i>Summa Cum Laude</i> , GPA 9.6/10

## Research affiliations and grants

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 and the Digital Divide Responsible for the research on how Information and Communication Technologies (ICT) are transforming firm and industry boundaries, and profit migration Funds allocated for research: £465,000 out of the £1,100,000 awarded to LBS
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

## Internal research grants and funding

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
2001–10	London Business School	Grants for research development (RAMD), cumulative, c. £124,000
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 the PhD Vice-Dean for scholarship in Stanford and Cambridge

## Distinctions

November 2011	Strategic Management Society Meetings	Best Paper Finalist (award decisions pending)
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	The drivers and implication of architecture of economic activities. Understanding how labor is divided within 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 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

Evolution of the Financial Services sector; Research on Turnarounds, esp Greek debt crisis

## Publications

- 2011 M.G. Jacobides, S.G. Winter and S.M. Kassberger, 2011, "The Dynamics of Profit, Wealth, and Competitive Advantage", Conditionally accepted, *Strategic Management Journal*
- M.G. Jacobides and S.G. Winter, 2011, "Capabilities: Structure, Agency and Evolution", in print, *Organization Science*
- 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 Note, April
- 
- 2010 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
- 
- 2009 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, pp. 209–216.
- M.G. Jacobides, 2009, "Don't Let this Crisis go to Waste", *Business Strategy Review*, Vol. 20, No. 3, August, 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
- 
- 2008 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, 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.
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- 2007 M.G. Jacobides, 2007, "The Inherent Limits of Organizational Structure and the Unfulfilled Role of Hierarchy: Lessons from a Near War", *Organizational 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.

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- 2006 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, 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
- 
- 2005 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, December: 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
- 
- 2002 M.G. Jacobides, 2002. “Mortgage Banking Unbundling”, *Housing Finance International* July: pp. 3–13
- 
- 2001 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 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
- M.G. Jacobides, 2001. “Mortgage Banking Unbundling: Structure, Automation and Profit”, *Mortgage Banking*, January: pp. 28–40
- 
- 1990s 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)

### Web papers and blogs

For Forbes.com, “[To Run A Business Better, Rethink Its Playscript](#)”, June 2010 and “[When A New Playscript Transforms A Business](#)” September 2010

For Harvard Business Review, featured blogger on the “[Future of Finance](#)” series. Entries included “[Banks are here to stay \(but they’ll look different\)](#)” and “[Financial Innovation: And the band plays on](#)”, June 2010

Co-editor, with Massimo Warglien, of “[Seeing it: A blog on visualization and perception in strategy](#)”,

### **Papers under review**

M.G. Jacobides and A. Kudina, 2011, “Industry Architectures and Globalization”, under review, *Global Strategy Journal*

M.G. Jacobides, 2009, “Building Architectural Advantage: Don’t Just Compete in Your Sector. Shape Your Sector and Win”, Under revision for resubmission to the *Sloan Management Review*, late 2011

### **Papers in the process of submission**

C.W. Tae and M.G. Jacobides, 2011. “How value is distributed between industry segments and why: An exploratory quantitative study”, working paper, London Business School, August. (Target: *SMJ*; under final preparation for submission, October 2011).

M.G. Jacobides, F. Veloso and C. Wolter, 2011, “Ripples through the Value Chain: Scope and Profit Co-evolution as technology changes”, working paper, London Business School, August (target: *SMJ*, to be sent November 2011. Candidate for the *Best Paper Award* in the 2011 SMS meetings.)

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, 2010, then revised (targets: *Economics Journal*, *JPE* or *Organization Science*, to be sent, Winter 2011).

D.C. Croson and M.G. Jacobides, “Small Numbers Outsourcing: Efficient Procurement Mechanisms in a Repeated Agency Model”, third revision invited, *Journal of Industrial Economics*, 2007; withdrawn, to be resent to *Management Science*, Winter 2011)

P. Puranam and M.G. Jacobides, 2011. “The Dynamics of Coordination Regimes: Implications for Organization Design”, Working Paper, London Business School, June. Editing for possible submission to *Organization Science*, late 2011/ early 2012.

### **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, “How to fend off Commoditization through Strategic Boundary Design”, 2007 (reject and resubmit received, *Organization Science*)

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*)

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

### Academic presentations

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

"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

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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

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- 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
- “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”  
*Universidad 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 40<sup>th</sup> 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

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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
- “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
- 
- 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

### **Citations (as of October 12, 2011)**

ISI Web of Knowledge: 410 total citations

Harzing's Publish or Perish: 1,506 citations. h-index: 14

Google Scholar: 1,800 citations

## Keynote addresses, industry talks etc

- 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 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 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 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 2010
- 
- 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
- 
- 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, 5<sup>th</sup> Annual General Managers / HR – Conference, PwC, Zappion, Athens, April 2005
- “Strategic Innovations: Reconsidering how to Add Value through Business Models that Work”  
Interactive Session, 5<sup>th</sup> 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
- 
- 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
- 
- 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
- 2001 “Life After the Bubble: Technology and the New Business Landscape”  
Keynote Panel, Mortgage Bankers Association of America National Convention, Toronto, October 2001
- 
- 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 engagement**

- 2011 Work 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
- 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 organized in May 2011, and the proceedings went into the Independent Banking Committee’s Deliberations and Final Report
- Second breakfast on competitiveness, in the presence of IBC Commissioners, to be held on September 14; follow-on breakfast on regulation scheduled for November 30
- 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 14 2011
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- 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
- 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
- Work with Roche (France) in rethinking their playscript ahead of the regulatory changes in the French healthcare market, 2010
- 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 and what this means for companies and authorities (see the 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 sector given its recent transformations, 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
- 
- 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, Harvey Nichol’s CEO, Saatchi & Saatchi’s Deputy CEO, several turnaround executives) on managerial and strategic issues. Ditto with senior consultants from McKinsey (and McKinsey Global Institute), E&Y, PwC, etc  
ongoing

## **Executive development, directly with corporates**

Working 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. (In progress; first workshop November 2011)

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

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* (Company-specific programs)

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

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

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 (then Santander), Program on strategy, industry change, and trends in banking, 2008–

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–

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–

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, Institute for Turnarounds etc.

*Open Enrolment Executive Programs, London Business School*

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

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

*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–: Entirely redesigned and taught the most well-subscribed strategy elective in LBS’s portfolio (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)

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

2010	Imperial College, London	Richard Tee
2009	Ecole Nationale Polytechnique, France	Colette Depeyre
2008	Ecole Nationale Polytechnique, France	Ramesh Caussy
2010	London Business School	Chung Won (Jennifer) Tae Transfer to ABD, 2010

### Cases written

EasyCar (A), (B), (C), (D), (E), (F), abridged, Enterprise RAC and teaching note  
Co-authored with Pascal Courty and Taman Powell. Available through ECCH

TCR (A) and (B) and teaching note: “A Case Study on Value Chain Design”  
Co-authored with Stephan Billinger, ECCH submission pending

Saatchi & Saatchi: (A) “Navigating in Troubled Waters”; (B) “From Ashes to Regeneration”; video material and teaching note  
Co-authored with Dominic Houlder, ECCH submission Pending

“UCLH: A Hospital in Need of Intensive Care” (A), (B), (C), and audiovisual material  
Co-authored with Anita Delvin, Cheerag Shirodaria, and Renate Verheul. Available through ECCH

“Target Express: Getting In And Out of Trouble”  
Co-authored with Alberto Grau and Jeffrey Kundrach. Audiovisual material and approval pending

“Transforming E.On’s Corporate Customers Division”  
Co-authored with Adrian Merrick. A/V material and approval pending

“Ocean World Lines: Rethinking the Playscript”  
Co-authored with Alan Baer and Tom Albrighton; draft pending revision and approval

### Podcasts

2009 *Shape your Sector and Win*, Globe & Mail Canada / NYTimes Syndication, Chicago (August 2009)  
*Don't let this crisis go to waste!* London Business School (June 2009)  
*Changing industry architecture to survive the economic crisis*, London Business School (May 2009)  
*Corporate Restructuring*, Financial Times, FT.com Podcast (February 2009)  
*Changing industry architecture*, London Business School (February 2009)  
*Third briefing of the crisis compendium part one and part two*: London Business School Media Briefing Podcast, London, (January 2009)

2008	<i>Competitive Environments and redefining firm and industry boundaries</i> , London Business School (October 2008)
	<i>Can firms shape their environments to gain an architectural advantage?</i> London Business School (October 2008)

### Professional activities

#### *Institutional Engagement*

2010–11	London Business School	Member of the Appointments Sub-committee, Appointments Committee
2006–11	London Business School	Faculty Recruitment Coordinator, Strategic & International Management Area
2001–05	London Business School	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
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

2010–12	The Strategic Management Society	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  
 International Schumpeter Society

**Work experience (pre-PhD)**

March– December 1994	Guildhall Limited, London, United Kingdom	Associate and Project Director (part-time involvement)  Strategy study on Private Banking and Banking Services in Greece for Guildhall Limited, a Financial Consulting Group, part of Union Plc.
July 1993– September 1994	TITAN Cement Company S.A., Athens, Greece	Coordinator of Strategic and Economic Research  Responsible for forecasting Cement demand and identification of final consumers of cement. Outlined strategic implications thereof.
January–April 1992	Ernst & Young - France (HSD Castel Jacquet), Paris, France	Analyst (Trainee)  Auditing Department training programme on Auditing & Finance
October– December 1991	Sanofi Pharma, Dept of Financial & Economic Studies, Paris, France	Strategic Analyst (Trainee)  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”. Investigator
January 1993– April 1994	Military service, Greece	Army Scientist-Researcher  National service in the Signal Corps of the Hellenic Army Land Forces

**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 at Harvard, 1997.

**Leisure**

Sailing (licensed skipper, some racing); scuba diving (AOWD); skiing; travel  
 Music; theatre; visual and performing arts