

Michael G. Jacobides

Michael is tenured Associate Professor of Strategic and International Management at London Business School, where he holds the Sir Donald Gordon Chair on Entrepreneurship and Innovation. He is also Sumantra Ghoshal Fellow at the Advanced Institute for Management Research. He has been on the faculties of Harvard Business School and the Wharton School (U. of Penn), and taught at the joint Columbia Business School / LBS Global Executive MBA.

Michael has studied economics, strategy and organization in the Universities of Athens, Cambridge, Stanford, and at the Wharton School where he received his MA and PhD. Prior to re-joining academe, Michael was a strategist (with Sanofi Pharma and Titan Cement) and a consultant (with Ernst & Young in Paris and Guildhall Ltd in the City of London). He is actively involved in executive development, facilitation of meetings or consulting to senior executive or board level (such as Zurich London, Finland's YLE, KPMG-DK, TV2, Orange, RICS) and talks in major corporate or industry events. His executive development interests revolve around strategic innovation; weaving strategic decision making in the organizational fabric of a firm; in helping them identify the dynamics of their business environment; and in helping revisit their resource and capability positions. He has worked or is currently engaged with companies such as Zurich Financial Services, RBS, Barclays, HSBC, Abbey National / Santander, Dexia, Pirelli SpA, Intel, BT, EDS, Nokia, Bertelsmann, ACE, IBM, PwC, Saatchi & Saatchi, Lufthansa and EADS, in Europe and the US. He also teaches the Global Fellows at the World Economic Forum, and is involved in the New Financial Architectures project of the WEF, as well as various projects with major firms.

Michael is a Senior Fellow at Wharton's Financial Institutions Centre, and an International Fellow at Bocconi U. He has been a Professeur Invite at the U. of Paris, a Distinguished Scholar at Singapore Management University, as well as a NATO Science Fellow and a Leverhulme Trust Principal Investigator, and has given talks to all major Universities in Europe, the US and Asia. His research recently earned him, among others, the Sloan Foundations' Prize for Industry Studies (2006). His research focuses on industry / value chain evolution and profit migration, identifying the new strategic dynamics of changing "industry architectures": He looks at how technology, competition and de-regulation re-shape sectors, changing "who does what" and, as a result, "who takes what". For instance, he studied how the mortgage banking sector dis-integrated and how securitization emerged, and how sectors such as media, telecom and computers are changing, re-shaping the landscape for all involved, and leading to new business models. He also studies strategic design, looking at how to restructure and reconfigure value propositions and value chains to cope with domestic and global forces.

Michael has published in the *Academy of Management Review*, *Academy of Management Journal*, *Strategic Management Journal*, *Organization Science*, *Organization Studies* and *Industrial and Corporate Change*, where he is an Associate Editor. He has written in and provided podcasts for the *Financial Times*, and his work is used by Wall Street analysts and regulators, and is reported by industry publications such as "The Banker" and "Strategy & Business". He has given keynotes to firms such as Winterthur / Credit Suisse, PwC, Finmeccanica, McKinsey, industry associations such as the British Bankers Association or MBAA in the US and NGO's such as the UN / UNCTAD.

Michael has received distinctions both for his research and for his executive work and teaching, including the Innovation in Teaching Award in LBS, and the Teacher of the Year Award at the Wharton School, and the European Management Development Award for custom Executive Education Programme (for Lufthansa). He has taught strategy in the MBA, executive and senior degree programmes, such as the Sloan Fellow's Masters and the Senior Executive Programme. He teaches an elective on Managing Corporate Turnarounds, LBS's most popular strategy elective. His email is mjacobides@london.edu and more links are on www.london.edu/mjacobides.