

VITA

Constantinos Markides
Professor of Strategy and Entrepreneurship
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EDUCATION:

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

HONORS:

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

PERSONAL:

Date of Birth: November 24, 1960
Nationality: UK and Cyprus

ACADEMIC EMPLOYMENT:

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

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

Research Associate, Harvard Business School, 1985-88

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

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

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

Visiting Scholar, Stockholm School of Economics, May-July 1997

Visiting Scholar, Harvard Business School, July-December 2002

Visiting Scholar, London School of Economics (LSE) 2009-2010

NON-ACADEMIC EMPLOYMENT:

Officer, Cyprus National Guard, 1979-81

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

Intern, Cyprus Development Bank, Summer 1985

UNIVERSITY SERVICE:

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

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

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

Associate Editor, European Management Journal, 1999-2008

Currently serving on the Editorial Board of Strategic Management Journal; Academy of Management Journal, Journal of Strategy and

Management, Academy of Management Perspectives, and Sloan Management Review;

Chairman, Strategy Department, LBS, August 1999-2002; and August 2006-August 2009; and March-August 2023.

Member, Board of Directors, Strategic Management Society (SMS), 2013-2019

Faculty Director, Executive Education, LBS, 2013-2017; Faculty Coordinator for Executive Education, 2016-2018

PUBLICATIONS:

Books

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

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

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

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

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

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

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

(8) C. Markides: Organizing for the New Normal: Prepare your company for the journey of continuous disruption, London: Kogan Page, April 2021. (Translated into Italian, Spanish, Portuguese, Chinese and Hungarian and licensed to EBSCO (Business Book Summaries).

(9) C. Markides: Business Model Innovation: Strategic and Organizational issues for established firms, Cambridge University Press, forthcoming 2023.

(1) Articles in journals

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

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

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

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

C. Markides, "The Economic Characteristics of De-Diversifying Firms," British Journal of Management, Vol. 3, No. 2, June 1992, pp. 91-100.

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

C. Markides: "How disruptive will innovations from Emerging Markets be?" Sloan Management Review, Vol. 54, No. 1, Fall 2012, pp. 22-25.

C. Markides: "Fine tuning Your Strategy," Business Strategy Review, Vol. 23, issue 4, 2012, pp. 80-85

C. Markides: "Competitive Strategy Research's Impact on Practice," Handbook of Research on Competitive Strategy, chapter 26, pp. 561-574, (Giovanni Battista Dagnino, ed.), Cheltenham, UK: Edward Elgar Publishing, 2012.

C. Markides and L. Sosa: "Pioneering and First-Mover Advantages: The importance of Business Models," Long Range Planning, Vol. 46 (2013): 325-334.

C. Markides: "Disruptive Innovation at the Bottom of the Pyramid: What role can western incumbents play?" Chapter 8, p. 167-178 in Peter Ping Li (ed.): Disruptive Innovation in Chinese and Indian Businesses, New York: Routledge 2013.

C. Markides: "Business Model Innovation: What can the Ambidexterity Literature Teach us?" Academy of Management Perspectives, Vol. 27, No. 4, November 2013: 313-323.

C. Markides: "Disruptive Reality," Business Strategy Review, Vol. 24, Issue 3, 2013, pp. 36-43.

C. Markides: "Making the Leap into Disruptive Markets," Business Strategy Review, October 2013, <http://bsr.london.edu/lbs-article/795/index.html>

C. Markides: "How Established Firms Exploit Disruptive Business Model Innovation: Strategic and Organizational Challenges," Chapter 7 (pp. 123-144) in Nicolai Foss and Tina Saebi (eds.): Business Model Innovation: The Organizational Dimension, Oxford University Press, 2015.

C. Markides: "Research on Business Models: Challenges and Opportunities," Chapter 5 (pp. 133-147) in Charles Baden-Fuller and Vincent Mangematin (eds.): Advances in Strategic Management: Business Models and Organizations, Vol. 33, Bingley, UK: Emerald Group Publishing Ltd, 2015.

C. Markides and A. McGahan: "Achieving change that lasts," LBS Review, Vol. 26, issue 1: 2015, pp. 14-19.

C. Markides and A. McGahan: "What if small changes really could change the world?" LBS Review, Vol. 26, issue 3: 2015, pp. 40-44

C. Markides and R. Morris: "How to make better strategic decisions," LBSR 24 October 2016, reprinted in Harvard Deusto.

C. Markides: "How to convince people you have a good idea," LBSR 23 Jan 2017, reprinted in Harvard Deusto.

C. Markides: "Even the biggest firm can free its inner entrepreneur," LBS Review, Issue 1, 2017, pp. 18-21.

C. Markides: "Maximizing Shareholder Value is the wrong thing to be pursuing," pp. 123-126 in Stuart Crainer and Des Dearlove (eds.): Dear CEO, London: Bloomsbury Business, 2017.

C. Markides and D. Oyon: "Using management control systems to support agility," chapter 6 (pp. 85-98) in L. Heracleous and C. Prange (eds.): AgilityX: How organizations thrive in unpredictable times, Cambridge University Press, 2018.

C. Markides (2018): “How can a big firm be like a start-up?” [LBSR](#), 20 February 2018

C. Markides, D. Oyon, M. Schnegg, T. Davila (2019): “Firms need new ways to monitor their environment,” [Think at London Business School](#), 12 August 2019

C. Markides (2019): “Exit or Voice are not the only options,” [Journal of Management Inquiry](#), 28 (3): 278

C. Markides (2020): “Three reasons why your strategy could fail,” [Think at LBS](#), 22 January 2020:

C. Markides and D. Lancefield: “How to convince people that a crisis is also an opportunity,” [Forbes](#), 28 April 2020:

C. Markides and D. Lancefield: “Creating the right kind of urgency to bring about change,” [Strategy + Business](#), July 8, 2020

C. Markides and A. MacLennan: “Leading from Afar: How to Give Autonomy without losing control,” [Forbes](#), 12 March 2021:

Lanzolla, G. and C. Markides: “A business model view of strategy,” [Journal of Management Studies](#), Vol. 58: 2, April 2021, pp. 540-553.

C. Markides: Responding to Disruption: The Right Attitude is key, [CEOWORLD](#), 23 April 2021.

C. Markides: [The Right Way to create Urgency](#), SHRM, April 27, 2021

C. Markides: [Granting Autonomy without losing control](#), Strategy + Business, May 20, 2021

C. Markides: [A Sense of Belonging: How to make your people feel part of your tribe](#), Training Industry, 3 June 2021

MacLennan and C. Markides: “Causal mapping for Strategy Execution: Pitfalls and Applications,” [California Management Review](#), Vol. 63, No. 4, pp. 87-120, July 2021.

C. Markides: “Boundary conditions for effective delegation in flat structures,” [Journal of Organization Design](#), 2022, published online on 28 February 2022.

Gianvito Lanzolla and C. Markides: “How to choose the right ecosystem partners for your business,” [HBR](#) Online, 28 March 2022: [How to Choose the Right Ecosystem Partners for Your Business \(hbr.org\)](#)

C. Markides: “Don’t confuse strategy with lofty goals,” [HBR](#) Online, 8 June 2022:
<https://hbr.org/2022/06/dont-confuse-strategy-with-lofty-goals?ab=hero-subleft-1>

Hendrik Harren, Dodo zu Knyphausen-Aufsess and C. Markides: "Managing Multiple Business Models: The role of interdependencies," Schmalenbach Journal of Business Research, published online on 13 June 2022.

C. Markides and Freek Vermeulen: "Have Companies Become Too specialized?" HBR Online, 14 February 2023:
<https://hbr.org/2023/02/have-companies-become-too-specialized?ab=hero-subleft-3>

Working Papers

G. Lanzolla and C. Markides: "Data Driven Diversification in the Digital Era," R&R at California Management Review

Supply-push innovation processes and the production of managerially-useful research."

C. Markides, E. Larsen and S. Gary: "Strategy convergence creates opportunities for strategic innovators."

Chapters in books

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

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

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

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

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

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

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

C. Markides and V. Papadakis: "What Constitutes An Effective Mission Statement: An Empirical Investigation," chapter 3, (pp. 33-54) in M. Hitt, J Ricart I Costa and R. Nixon (eds.): New Managerial Mindsets: Organizational Transformation and Strategy Implementation, Chichester, UK: John Wiley & Sons Ltd, 1998.

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

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

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

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

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

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Teaching Cases

US Competitiveness in Manufacturing (HBS case)

Asia’s Four Little Dragons (HBS case)

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Unihorn plc (unpublished)

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

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

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Shire Pharmaceutical Plc in 2008 and Teaching Note

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Circle Health in 2010: A Maverick Grows Up

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Turning Around KBC Bank 2008-2016 (A), (B) and (C)

TAG Heuer and the Connected Watch in 2017 (A), (B), and (C)—case study under preparation

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Other publications

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

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

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

ACADEMIC PRESENTATIONS:

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

C. Markides: "Business Strategy in the Global Age," paper presented at the London School of Economics, July 2010.

C. Markides: "How to avoid financial crises in the future," paper presented at the London School of Economics, November 2010.

C. Markides: "Disruptive Innovation at the BoP," paper presented at the annual Academy of Management Conference, San Antonio, August 2011.

C. Markides: "Good and Bad Strategies," paper presented at the annual SMS Conference, Miami, November 2011.

C. Markides: "Disrupting the Disruptor: How to enter new markets created by disruption," paper presented at the SMS Conference, Miami, November 2011.

C. Markides: "The challenge of teaching strategy to executives," SMS Conference, Miami, November 2011.

C. Markides: "How to exploit new markets created by business model innovation," SMS Conference, Miami, November 2011.

C. Markides: "Business Model innovation and Competitive advantage," paper presented at the annual Academy of Management Conference, Boston, August 2012.

C. Markides: "Research that achieves rigor and relevance," presented at the International Management Division Junior Faculty Consortium, Academy of Management, Boston, August 2012.

C. Markides: "Business Model Innovation," paper presented at the SMS Conference, Prague, October 2012.

C. Markides: "Responding to Disruptive Business Models", Nominated for the SMS Best Conference Paper Prize, SMS Conference, Prague, October 2012.

C. Markides: “Why we need to learn from Outliers—and often fail to do so,” paper presented at the SMS Special Conference, Geneva, March 2013.

C. Markides: “Business Models: A new frontier for Strategy research,” paper presented at the annual Academy of Management Conference, Orlando, August 2013.

Hendrik Harren, Dodo zu Knyphausen-Aufsess and C. Markides: “Determinants of the optimal organizational strategy in competing with two business models,” paper presented at the SMS Conference, Atlanta, October 2013.

C. Markides: “Using Exercises and Games to teach Strategy,” SMS Conference, Atlanta, October 2013.

C. Markides: “Business Model innovation and the evolution of industry profitability,” paper presented at the SEJ special Conference, IESE, Barcelona, November 2013.

C. Markides: “Ambidexterity and Business Model innovation,” paper presented at the annual Academy of Management Conference, Philadelphia, August 2014.

C. Markides: “Innovation through corporate spinoffs,” paper presented at the annual Academy of Management Conference, Philadelphia, August 2014.

C. Markides: “Research on business models and business model innovation,” paper presented at the annual Academy of Management Conference, Philadelphia, August 2014.

Shayne Gary, Erik Larsen and C. Markides: “Business Model Innovation and the evolution of Industry Profitability,” Paper presented at the SMS Conference, Madrid, September 2014.

C. Markides: “Business Model innovation: Value creation or Value Transfer?” Paper presented at the SMS Conference, Madrid, September 2014.

C. Markides: “Digital Business Models and Incumbent Response,” presented at the AoM Conference, Vancouver, August 2015.

C. Markides: “Elevating our understanding of organizational performance,” Panel Discussion at the SMS Conference, Denver, October 2015.

C. Markides: “Mergers, Acquisitions and Divestitures: Reconfiguring resource bases for value creation and growth,” panel discussant at the SMS Conference, Denver, October 2015.

Co-Chair of the BPS Junior Faculty Consortium, Academy of Management Conference, Anaheim, August 2016

C. Markides: “Determinants of the environment monitoring intensity and its impact on firm’s innovativeness” presented at the SMS Banff Conference, June 2017

C. Markides: Determinants of the optimal organizational strategy in competing with two business models,” presented at the AoM (Atlanta, August 2017)

C. Markides: Grand Challenges in Management, panel discussion, AoM Atlanta, August 2017.

Chair of the BPS Junior Faculty Consortium, Academy of Management Conference, Atlanta, August 2017.

C. Markides: New perspectives in Globalization, panel discussion, SMS Conference (Houston, October 2017).

C. Markides: “Imitation, Strategy Convergence and the erosion of Industry Profitability,” paper presented at the University of Cyprus, March 2018

Daniel Oyon, Mael Schnegg, Tony Davilla and C. Markides: Determinants of environment intensity and its impact on firm’s innovativeness, presented at the Banff 2017 SMS Special Conference, June 2017.

C. Markides: “Business Model Innovation and the Evolution of industry profitability,” presented at the SMS Conference, Paris, October 2018.

Mael Schnegg, Daniel Oyon, Tony Davilla and C. Markides: “Monitoring the Environment: A multiple case study,” presented at the Frankfurt 2019 SMS Special Conference, June 2019

M. Schnegg, D. Oyon, C. Markides, and T. Davila (2020): “Tools and processes to monitor changing environment: A multiple case study,” presented at SMS London, October 2020.

C. Markides (2021): “Managing multiple business models: The role of interdependencies,” paper presented at the University of St Gallen, Switzerland, March 2021.

ACADEMIC ADMINISTRATION:

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

(2) Editorial Board: **Strategic Management Journal (1996-2021), Academy of Management Journal (1998-2021), Journal of Strategy and Management, Academy of Management Perspectives, and Sloan Management Review (2006-2022)**

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

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

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

(6) **Chairman** of the Strategy Department, LBS, August 1999-2002; August 2006-August 2009; March-August 2023.

(7) **Conference Co-Chair**: Strategic Management Society (SMS) Annual Conference, London 2020

OTHER ACTIVITIES:

Non-Executive Director: Amathus (U.K.) Ltd, 1997-2005;

Reviewer for: AoM Conference 1991, 1992, 1993, 1994, 1997, 2000-2005; Academy of Management Journal; Academy of Management Review; British Journal of Management; International Journal of Industrial Organisation; Journal of Forecasting; Journal of Management Studies, Cyprus Journal of Economics; Strategic Management Society; Nuffield Foundation; and the ESRC.

Member of the "Academic Board" of the Cyprus International Institute of Management CIIM 2008-Now.

Participant at the World Economic Forum, Davos (1999-2003); 2012, 2013.

Member of the SMS Board of Directors, 2013-2019.

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