

Michael G. Jacobides

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Currently

London Business School	Sir Donald Gordon Chair of Entrepreneurship & Innovation (from 2009); and Professor of Strategy (from 2019)
Hellenic Competition Commission	Chief Expert Advisor on the Digital Economy, pro bono (from 2020)
Evolution Ltd	Lead Advisor (from 2019)
Boston Consulting Group	Academic Advisor, GAP and Henderson Institute (from 2018)
Industrial & Corporate Change	Co-Editor (from 2015)

Previously

2007–2019	London Business School	Tenured Associate Professor of Strategic & International Management
2000–2007	London Business School	Assistant Professor of Strategic & International Management
2006–2011	Advanced Institute for Management Research	Sumantra Ghoshal Fellow

Academic Positions

2017-2020	University of Cambridge	Visiting Research Fellow, Judge Business School
2016-2020	Federal Reserve Bank New York	Visiting Scholar
2017- 2018	Imperial College	Visiting Associate Professor of Strategy, Imperial Business School
2012–2013	New York University	Visiting Scholar, Management & Organization Department, Stern School
2010	Bocconi University, Milan	Visiting Scholar
2008	Singapore Management Univ.	Distinguished Scholar
2007	University of Paris-XI	Professeur Invité
2006–2007	Harvard Business School	Visiting Scholar
2004–2005	The Wharton School, UPenn	Senior Scholar, Management Department
2000	The Wharton School, UPenn	Adjunct Assistant Professor of Information, Strategy, Systems & Economics, OPIM Department
1998–2000	The Wharton School, UPenn	Lecturer in Management, Undergraduate Division
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

12/2000	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
1996	The Wharton School, University of Pennsylvania	MA, Applied Economics & Managerial Science (GPA 3.96/4) Major: Strategy; Minor: Decision & Information Science.
1992	School of Economics, Athens University	BS, Economics (GPA 9.6/10) Economic Policy; IO & Technology; Econometrics. <i>Summa Cum Laude</i>

Citations (as of March 19, 2025)

Google Scholar: **12,631 cites**. H-index: 33. I-10 index: 51. Web of Science count: 4,128 cites. All databases: 4,674 cites

Refereed Journal Publications

- M.G. Jacobides, M.D Ma, K. Trantopoulos, V. Vassalos, 2024, The Business Value of Gamification, *California Management Review*, February
- M.G. Jacobides, F. Candelon, K. Round, L. Kraye, W. Chen, 2024 . Building Synthetic Worlds: Lessons from the Excessive Infatuation and Oversold Disillusionment with the Metaverse, *Industry & Innovation*, January
- M.G. Jacobides, C. Cennamo and A. Gawer, 2024, “Externalities and complementarities in platforms and ecosystems: From structural solutions to endogenous failures”, *Research Policy*, January
- S. Brusoni, J. Henkel, M.G. Jacobides, S. Karim, A. MacCormack, P. Puranam, M. Schilling, 2023, The power of modularity today: 20 years of "Design Rules" *Industrial and Corporate Change*, February.
- M.G. Jacobides, 2022, “How to compete when sectors digitize and collide: An ecosystem development framework” *California Management Review*, May (Awarded: Best Paper of the Year, 2023).
- N. Cetorelli, M.G. Jacobides and S. Stern, 2021, Mapping a Sector’s Scope Transformation and the Value of Following the Evolving Core, *Strategic Management Journal*, November
- M.G. Jacobides, S. Brusoni and F. Candelon, 2021, “The evolutionary dynamics of the Artificial Intelligence Ecosystem”, *Strategy Science*, November
- M.G. Jacobides and I. Lianos, 2021, “Regulating Platforms and Ecosystems: An Introduction”, *Industrial and Corporate Change*, October
- M.G. Jacobides and I. Lianos, 2021, “Ecosystems and competition law: From theory to practice”, *Industrial and Corporate Change*, October
- M.G. Jacobides, N. Lang, K. von Szczepanski, 2020, “When the default just won’t do: Resilience as the new competitive necessity“, *Management & Organization Review*, October.
- M.G. Jacobides, C. Cennamo and A. Gawer, 2018, “Toward a theory of Business Ecosystems”, *Strategic Management Journal*, Vol 39, No 8, pp. 2255-2276.
- M.G. Jacobides J.P. MacDuffie and C.W Tae, 2016, “Agency, Structure, and OEM Dominance: Change and Stability in the Automotive Sector”, *Strategic Management Journal*, Vol 37, No. 9, pp. 1942-1967.
- M.G. Jacobides and C.J.W Tae, 2015. “Kinpins, bottlenecks and value dynamics along a sector”, *Organization Science*, Vol 26, No 3, pp. 889-907.
- M.G. Jacobides, 2015, “What drove the financial crisis? Structuring our historical understanding of a predictable evolutionary disaster”, *Business History*, Vol 57, No 5, pp. 716-735.
- M.G. Jacobides and A. Kudina, 2013, “How Industry Architectures Shape Success when Expanding in Emerging Economies”, *Global Strategy Journal*, Vol 3, No. 2, pp. 150-170.
- M.G. Jacobides, S.G. Winter and S.M. Kassberger, 2012, “The Dynamics of Profit, Wealth, and Competitive Advantage”, *Strategic Management Journal*, Vol 33, No. 12, pp. 1384–1410.
- M.G. Jacobides and S.G. Winter, 2012, “Capabilities: Structure, Agency and Evolution”, *Organization Science*, Vol 23, No. 5, pp. 1365-1381.
- 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, 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.
- M.G Jacobides, 2007, “The Inherent Limits of Organizational Structure and the Unfulfilled Role of Hierarchy: Lessons from a Near War”, *Organization 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.

- 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.
- 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, 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.
- 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

Papers Under Review

- F. Csaszar, M.G. Jacobides, P. Zemsky, 2024. The Effects of Artificial Intelligence on Management Education, conditionally accepted, *Strategic Organization*
- M.G. Jacobides M. D. Ma, 2024, “How Disruptive will Generative AI be? A Micro-Level Analysis of Evidence and Expectations”, Revise & Resubmit, *Strategic Management Journal*
- N. Teng and M.G. Jacobides, 2022. How Coopetition Plays Out in Digital Platform Ecosystems: Revisiting Incumbent and Innovative Entrant Dynamics, Reject & Resubmit, *Strategic Management Journal*
- M.G. Jacobides, F. Veloso and C. Wolter, 2021 “Ripples through the Value Chain and Positional Bottlenecks: Innovation and Profit Evolution in a Competitive Setting”, reject and resubmit, *Strategy Science*.
- M.G. Jacobides, M.D. Ma, 2025, How multi-business firms realize physical and digital synergies through traditional vs ecosystem-like governance modes: A configurational approach, under review, *Strategic Management Journal*

Current Drafts for submission

- M.G. Jacobides, Y. Romanenkov J. Sukuys, 2025. T A vehicle is more than its engine: Why organisational levers are the key to reaping value from (Generative) AI (resubmission invited), *Sloan Management Review*
- A. Gawer, M.G. Jacobides, N. Lang, 2025, The political economy and geopolitics of AI regulation, (submission invited), *Management & Business Review*
- M.G. Jacobides, J.P. MacDuffie, J. Tae, 2025, Revisiting Disruption: Lessons from Automotive and Mobility Service Innovations, 2025, Draft re-structured for submission, *Strategic Management Journal*
- A. Das, M.G. Jacobides, L. Zukov, D. Zuluaga Martinez, 2025, How GenAI is transforming the landscape of Knowledge Work, Draft Report, BCG Henderson Institute (target journal tbc)

Edited Practitioner Journals

- C. Caffarra, A. Gawer, MG Jacobides, 2024. Mapping antitrust onto digital ecosystems, *Competition Policy International*, April
- M. G. Jacobides, 2022. Adjusting Your Strategy in a Tight Market, *Harvard Business Review*, Digital Edition.
- M.G. Jacobides and M. Reeves. 2020. “Adapt Your Business to the New Reality, *Harvard Business Review*, September/October.

- M.G. Jacobides, 2020, “Good leaders can overcome institutional inertia in a crisis, *Harvard Business Review*, Digital Edition, May 18.
- M.G. Jacobides, 2019, “The delicate balance of making an ecosystem strategy work”, *Harvard Business Review*, Digital Edition, November 19.
- M.G. Jacobides, 2019. “In the ecosystem economy, what’s your strategy?”, *Harvard Business Review*, September/October.
Reprinted on *Harvard Business Review 10 must-reads on Strategy*, HBR Press, June 2025 (expected).
Reprinted on *Harvard Business Review 10 must-reads on Platforms*, HBR Press, October 2020.
- M. Reeves H. Lothan, J. Legrand, M.G. Jacobides. 2019. “How Business Ecosystems Rise- and often Fail”, Digital Issue, *Sloan Management Review*. July 30.
- J. Fuller, M.G. Jacobides and M. Reeves. 2019. “Myths and Realities of Ecosystems”, Digital Issue, *Sloan Management Review*. February 25.
- M.G. Jacobides, 2014, “From Black Swans to Grey Rhinos: Four ways Academics can help Managers”, *McKinsey Quarterly*, 50th Anniversary Edition, No 3, pp. 57-60.
- M.G. Jacobides, M. Drexler and J. Rico, 2014, “Rethinking the future of financial services: A structural and evolutionary perspective on regulation,” *Journal of Financial Perspectives*, Vol 2, No 1, pp. 47-72
- M.G. Jacobides and J.P. MacDuffie, 2013, “How to Drive Value your Way”, *Harvard Business Review*, Vol 91, No.7: 92-100.
- 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.

Other Publications

- F. Candelon, M.G. Jacobides, M. Pore and L. Zhukov, 2025, Goldilocks and the AI Revolution: Why mid-sized companies may be ‘just right’ for GenAI adoption. *Fortune*, January 10.
- F. Candelon, M.G. Jacobides and K. Round, 2024 Power doesn’t always mean profit: What builders of digital ecosystems can learn from the metaverse. *Fortune*. August 30.
- F. Candelon, M.G. Jacobides, U. Rahne and K. Round, 2024, From revolution to real-world value: How companies can benefit from Web3 in 2024. *Fortune*. January 5.
- M.G. Jacobides, 2023, GenAI Will Change The World. But There Are Still Things It Can’t Do. *Forbes* September 29.
- M.G. Jacobides, E. Farri, 2023. How Business Ecosystems Can Drive Sustainable Tourism, *Forbes*, May 30.
- F. Candelon, M.G. Jacobides, L. Krayner and W. Chen, 2023, Companies need to be socially responsible in the metaverse too. *Fortune*. May 5.
- M.G. Jacobides, 2023, Ecosystems for the Rest of Us, *Strategy + Business*, March
- M. G. Jacobides, et al., 2022, “Financial System 2030”, *Vaduz Roundtable*, September 2022.
- F. Candelon, M.G. Jacobides, M. Courtaux, G. Nahas, 2022, “How to take a strategic approach to investing in metaverses”, *World Economic Forum, Emerging Technologies Report*.
- M.G. Jacobides, 2021 Why regulation of tech platforms is the new game changer for strategy, *Strategy+Business*, November 5.
- N. Cetorelli, M.G. Jacobides, N. Stern, 2021, Going with the Flow: Changes in Banks’ Business Model and Performance Implications, *Liberty Street Economics* (publication of the Federal Reserve Bank of New York)
- F. Candelon, M.G. Jacobides, S. Brusoni and M. Gombeaud, 2021, China’s business ‘ecosystems’ are helping it win the global A.I. race. *Fortune*. July 2.
- M.G. Jacobides, 2021, EU Big Tech Regulation: Good Job On Trees, But What About The Forest? *Forbes*, January 8.
- M.G. Jacobides, 2020. Big Tech: Time For A ‘New Platform Deal’?, *Forbes*, July 29.
- M.G. Jacobides, 2020. Harnessing the rising power of ecosystems: How to win in a post-COVID-19 world, Chapter 12 in *Ecosystems, Inc.* Thinkers50, Editors
- M.G. Jacobides, 2020. Goodbye business as usual, *Think!*
- M. G. Jacobides, 2019, Leave your ego behind, *London Business School Review*

- M.G. Jacobides, 2018, “Opportunities in the future of Transport”, *Business Strategy Review*
- M.G. Jacobides, 2018, “Greek Administration and the “Tragic Trident”: The Organizational Foundations of the Greek Malaise”, *Greek Economy: Beyond the Crisis*, C. Meghir, C. Pissarides, D. Vayanos, N. Vettas, MIT Press and in Greek (University of Crete.)
- M.G. Jacobides and M. Umana, 2017, “What you pay and what you get: The evolution of fund terms, fundraising, and returns in Private Equity” Adveq Research Series report, LBS Institute of Private Equity, London: June.
- World Economic Forum (M.G. Jacobides, M. Drexler and J.R. Saaverda), 2015. The Future of Alternative Investments, a series of three reports, WEF Publications, Geneva/New York: October.
- M.G. Jacobides and J.R. Saaverda, 2015, “The Shifting Business Model of Private Equity: Evolution, Revolution, and Trench Warfare”, Adveq Research Series report, Collier Institute of Private Equity, London: October.
- M.G. Jacobides, 2015, “Industry Architecture”, *Palgrave Encyclopedia of Strategic Management*, M. Augier & D.J. Teece (ed), DOI 10.1057/9781137294678.0799.
- M.G. Jacobides, 2014. “Before prescribing the medicine, we need to better diagnose the malady”, *Europe’s World*, Autumn, pp. 88-89.
- M.G. Jacobides, M. Drexler and J. Rico, 2014, “Regulation Reframed,” *Business Strategy Review*, Vol 25, No. 2, pp. 21–25.
- M.G. Jacobides, 2013, “Rethinking Financial Architecture”, *How to Run a Bank*, The Banker Editions, pp. 50-51.
- M.G. Jacobides, 2013, “Time to tackle EU governance”, *How to Run a Bank*, The Banker Editions, pp. 32-34.
- M.G. Jacobides, 2013, “What Next for the Eurozone?” *Business Agenda*, January, pp. 14-17.
- C.W. Tae and M.G. Jacobides, 2012, “How Value Migrates Within an Industry Architecture: Kingpins, Bottlenecks and Evolutionary Dynamics”, *Best Papers Proceedings of the 2012 Academy of Management Meetings*.
- M.G. Jacobides, 2012, “The Real Issue with Greece”, *Business Strategy Review*, Vol 23, No 2, pp. 64-67.
- M.G. Jacobides, R. Portes and D. Vayanos, 2011, “Greece: The Way Forward” *EU Vox*, November (Longer version available as White Paper, London Business School, October).
- 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.
- 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 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.
- M.G. Jacobides, 2009, “Don’t Let this Crisis go to Waste”, *Business Strategy Review*, Vol. 20, No. 3, 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.
- M.G. Jacobides, 2008, “Industry Change through Vertical Disintegration: How and Why Markets Emerged in Mortgage Banking”, reprint of AMJ in *Organizational Learning and Knowledge Management*, Edward Elgar Publishing, April.
- 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, 2002. “Mortgage Banking Unbundling”, *Housing Finance International* July: pp. 3–13.
- 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: p. 12.
- M.G. Jacobides, 2001. “Mortgage Banking Unbundling: Structure, Automation and Profit”, *Mortgage Banking*, pp. 28–40.
- 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).

White Papers / Reports

M.G. Jacobides, J. Schneider, F. Trepte, 2024. The E-Mobility Ecosystem: Who will win the race for the customer? Strategy&PwC and Evolution Ltd joint White Paper, November

M.G. Jacobides, M.D. Ma, 2024, Assessing the impact of Generative AI on the UK competitive landscape, White Paper, Institute of Directors / London Business School, June

M.G. Jacobides, 2024, How Will AI Impact your Business? From Productivity to Strategic Transformation, White Paper, Evolution Ltd, January

M.G. Jacobides, 2024, Thoughts and themes for 2024: GenAI, Web3, Ecosystems, Innovation & Industry Dynamics, White Paper, Evolution Ltd, January

M.G. Jacobides, J.P. MacDuffie, C.J. Tae, 2023, Revisiting Disruption: Lessons from Automobile Transformation and Mobility Innovation, White Paper, Evolution Ltd, July

M.G. Jacobides, C. Cennamo, A. Gawer, 2023, Externalities and Complementarities in Platforms and Ecosystems, White Paper, Evolution Ltd, June

M.G. Jacobides, 2023. 2022 Round-up and 2023 Forecast, White Paper, Evolution Ltd, January

M. G. Jacobides, D. Ma, K. Trantopoulos, V. Vassalos, 2023, Gamification: How to Climb the Ladders and Avoid the Snakes, White Paper, Evolution Ltd, January

F. Candelon, M.G. Jacobides, M. Courtaux, G. Nahas, 2022, Four Visions of the Metaverse, BCG Henderson Institute White Paper, October.

M.G. Jacobides, R. Langen, N. Pusnakovs, Y. Romanenkov, 2022. Enhancing Brands and Shaping Customer Experiences: From partnerships to experience ecosystems, White Paper, Evolution Ltd, May

M.G. Jacobides, N. Teng, 2022. How Grab Navigated and Changed the Industry Architecture of Mobility in Southeast Asia, White Paper, Evolution Ltd, February

M.G. Jacobides, 2022. 2021 Round-up and 2022 Forecast, White Paper, Evolution Ltd, January

M.G. Jacobides, S. Levi, J. Tas, 2021 Digital Platforms and Ecosystems in Healthcare: Promises and Pitfalls, White Paper, Evolution Ltd (with input from Phillips), May

M.G. Jacobides, 2021, What Drives and Defines Digital Platform Power? White Paper, Evolution Ltd (with input from Keystone Consulting and Match.com), April

M. G. Jacobides, N. Teng, 2022. The Shape-Shifting Dynamics of a Digital Platform Entrant: How Grab Navigated and Changed the Industry Architecture of Mobility in Southeast Asia, White Paper, Evolution Ltd, February

M.G. Jacobides, I. Lianos, 2021, Rethinking Competition: From Market Failures to Ecosystem Failures, White Paper, Evolution Ltd, April (also appeared as entry to the ProMarket Stigler Centre Blog, U of Chicago).

M.G. Jacobides, M. Bruncko, R. Langen, 2020, Regulating Big Tech in Europe: Why, so what, and how understanding their business models and ecosystems can make a difference, White Paper, Evolution Ltd, December.

M.G. Jacobides, S. Levi, J. Tas, 2020, First Steps, Far to Go White Paper, Evolution Ltd (with input from Phillips), November

M.G. Jacobides, N. Lang, N. Louw, K. von Szczepanski, 2019, What does a successful Ecosystem Look Like?, BCG / Global Advantage Practice White Paper, June.

M.G. Jacobides, A. Sundararajan A. and M. Van Alstyne, 2019, *Platforms and Ecosystems: Enabling the Digital Economy*, World Economic Forum White Paper, March

Previous Projects

N. Cetorelli and M.G. Jacobides. 2021. “Selection in Early Mover and Bandwagon Effects: Assessing US Banks' Scope Expansion Payoff”.

M.G. Jacobides and J.R. Saavedra, 2018 Context, structure and agency in the shifting industry architecture of Private Equity

N. Cetorelli, M.G. Jacobides and S. Stern, 2018 “Scope, Organizational Structure and Business Model Change in US-based Bank Holding Companies”, a project description and guide to the database (June 2015), including the following projects:

- Alfred Chandler goes to the Casino: (Banking) Diversification as a mean-reducing, variance increasing bet
- Beneath the bubble that burst: Corporate structure and performance of Bank Holding Companies 1986-2016.

M.G. Jacobides, J.P. MacDuffie and N. Teng. 2018. “Navigating a new ecosystem: Why Automotive OEMs differ in their response to the growth of mobility services.”

M.G. Jacobides, J. Rico Saavedra and M. Umana, 2016 “The Dynamics of Change and Stability in Private Equity’s Industry Architecture”, working paper

Older Papers, not in Development

P. Puranam and M.G. Jacobides, 2011 “The Dynamics of Coordination Regimes: Implications for Organization Design”, Working Paper, London Business School, June.

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*.

M.G. Jacobides, 2009, “Shape your Sector and Win” (invited for resubmission to the *Sloan Management Review*, dormant.)

D.C. Croson and M.G. Jacobides, 2008 “Small Numbers Outsourcing: Efficient Procurement Mechanisms in a Repeated Agency Model”, third revision invited, *Journal of Industrial Economics*, 2007; withdrawn, now Working Paper, LBS.

S. Billinger and M.G. Jacobides, 2007, “How to fend off Commoditization through Strategic Boundary Design”, (reject and resubmit received but not sent in, *Organization Science*).

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*, dormant.)

Case-Studies Written

“Abraaj Group: The Rise and Fall” with Nick Mischlick (and, abridged case), 2025. Numbers pending

“Alix Partners and the Abraaj Group Healthcare Fund: Navigating Troubled Waters” with Stelios Fragkos and Nick Mischlick, 2025. Numbers pending

“AlixPartners and the Abraaj Growth Markets Health Fund: From Analysis to Action” with Stelios Fragkos and Nick Mischlick, 2025. Numbers pending

“Facing the Retail Apocalypse: Majid Al Futtaim’s Digital Transformation” with Dalbert Ma, Aryan Mittal, Konstantinos Trantopoulos, December, 2024 CS-24-025, 27p. (and, compact case CCS-24-001, 6p.),

“Building Majid Al Futtaim’s Phygital Future: Orchestrating a Retail Ecosystem” with Dalbert Ma, Aryan Mittal, Konstantinos Trantopoulos, December, 2024, CS-24-026, 15p

“From hype to disillusionment: Metaverse’s rise, apparent fall and green shoots” with Katie Round, Francois Candelon, April 2024, CS-24-018, 15p.

“From Ping An's Inspiration to HDFC ERGO's Journey: Building an Insurance-based Ecosystem” with Anubhab Goel, Dalbert Ma, Aryan Mittal, April 2024, CS-24-010, 29p.

“HDFC ERGO: A Product Ecosystem Built on Mindshare”, with Goel, Dalbert Ma, Aryan Mittal, April 2024, CS-24-009, 21p.

“Building an Organisation for the Ecosystem Era: Weighing up the Recipe of Haier's Internet of Food”, with Tom Albrighton, Monwei Chou, Lisa Duke, Dalbert Ma, Aryan Mittal, September 2022, CS-22-018

“From Products to Experience Ecosystems: Haier's Internet of Food”, with Lisa Duke, Dalbert Ma, Aryan Mittal, September 2022, CS-22-017 (best-seller case, 2023 and 2024; nominated as top 10 case, 2024)

“Haier in 2014: An entrepreneurial juggernaut facing a world of platforms and ecosystems”, with Lisa Duke, July 2020, CS-20-012, 20p

“Haier’s Rendanheyi 2.0: An ecosystem revolution”, with Lisa Duke, July 2020, CS-20-013, 17p

“Haier’s (2019) ecosystem revolution: From Rendanheyi 2.0 to Rendanheyi 3.0”, July 2020 With Lisa Duke; LBS CS-20-012, CS-20-013 and CS-20-014

“Peter Charles at YRB Group” (A) and (B) and teaching note, with Peter Charles, Draft 2014, revised 2018.

“Super Luxurious Auto” (A), (B), (C), (D), (E), (F) and teaching note, 2011, revised 2017. LBS case numbers CS-16-020, CS-16-021, CS-16-022, CS-16-023, CS-16-024, CS-16-025, TN-16-005.

“Rothschild: The Conergy Financial Restructuring Conundrum” (A) and (B), 2014, revised (2018). with Stefano Turconi, Rodrigo Dieu, Apodaca Anh, Richard Millward and Rupert Merson. LBS case numbers CS-14-008, CS-14-009.

“A Real Estate Turnaround: Workers City” (A) and (B), 2017 with Eugenio Berenga. Available through LBS- draft.

“Vodafone Turkey” (A), (B), (C) video material and teaching note, 2014, revised 2017. with Gokhan Ay. CS-14-003, CS-14-004, CS-14-005, TN-14 003, TN-14 004, TN-14 005.

“Fashion House” (A), (B), and (C), 2014. LBS case numbers CS-18-001, CS-18-002, CS-18-003

“Viking Moorings: An offshore services company in rough seas” (A), (B) and (C), 2014. with Alessandro Buffoni, Dmitriy Fotiyev, Monika Gromek. LBS case numbers CS-14-010, CS-14-011, CS-14-012.

“Abraaj Capital and Karachi Electricity Supply Company”, 2014. Case Draft available (for use in LBS), Draft

“Changing the fortunes of E.ON’s Corporate Customer business” (A), (B), (C), (D) video material and teaching note, 2011. with Adrian Merrick. LBS case numbers CS-11-041, CS-11-042, CS-11-043, CS-11-044, TN-11-011, TN-11-012, TN-11-013, TN-11-014.

“Stolt Offshore” (A), (B) and (C), 2011 with Marie-Eve Piche, Louise Twiss West, Shelley Vamadevan. Draft

“Target Express” (A), (B), (C) and (D) teaching note and audiovisual material, 2011, revised 2017. with Alberto Grau and Jeffrey Kundraich. LBS draft

“Turnaround at UCLH: A hospital in intensive care” (A), (B), (C), (D) teaching note and audiovisual material, 2010. with Anita Delvin, Cheerag Shirodaria, and Renate Verheul. LBS case numbers CS-10-016, CS-10-022, CS-10-023, TN-10-002

“Saatchi & Saatchi: The Rise, Fall and Rebirth of an Icon” (A) and (B) and teaching note, 2008, revised 2015, abridged 2024 with Dominic Houlder, Details pending

“TCR” (A) and (B) and teaching note: “A Case Study on Value Chain Design”, 2007. with Stephan Billinger, Available through LBS.

“Easycar” (A), (B), (C), (D), (E), (F), (G) abridged, Enterprise RAC and teaching note, 2006, revised 2016 . with Pascal Courty and Taman Powell. Available through ECCH. LBS case numbers CS-03-024, CS-03-025, CS-03-026, CS-03-027, CS-05-038, CS-05-039, CS-05-040, CS-16-003, TN-03-006.

Distinctions

July 2023	<i>California Management Review</i>	Best Paper of the Year, 2023
November 2023 November 2021 November 2019	Thinkers 50	Member of the Thinkers50 (the 50 most influential management thinkers in the world- biannual ranking), 2019, 2021 and 2023; runner-up for the Strategy Prize, 2019
May 2018	Wirtschafts-Universität & StrategieForum, Vienna	Theory-to-Practice Award, 2018
May 2015	London Business School	Best Teacher Award Runner-up, Executive MBA Programmes
November 2011	Strategic Management Society Meetings	Best Paper Award Nomination (and runner-up Prize)
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
Dec. 1996– January 1998	The Wharton School	Ad hoc Visiting Scholar Travel and Research Award Sponsored by the Vice Dean and 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 Affiliations and Funding (updated till 2014)

2006–11	Advanced Institute for Management Research (AIM)	Sumantra Ghoshal Fellow £221,000 grant from the ESRC on value-chain evolution and profit migration. ESRC output rated as “Outstanding” (2008). Follow-on grants on linking theory and practice: 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 / Digital Divide Research on how ICT transforming firm and industry boundaries, and profit migration. Funds allocated: £465,000 out of the £1,100,000 total
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

Other Research Grants and Funding (updated till 2017)

2017	Institute for Entrepreneurship & Innovation & Higher Education Investment Fund, LBS	£24,000 for two workshops for senior executives on the evolution of the mobility ecosystem (in London, 2017 and Tokyo, 2018), also supported by Wharton’s Program for Mobility and Vehicle Innovation
2015	Higher Education Investment Fund, LBS	£21,000 (jointly w E. Papaioannou) for a project to create a senior-level two workshops on restructuring the Greek economy & administration
2015	Coller Institute of Private Equity, LBS	£25,000 support for the Adveq Research Series on quantitative research on the terms and conditions changes between LPs and GPs
2014	Coller Institute of Private Equity, LBS	£25,000 support for the Adveq Research Series on qualitative research on the changing business model of Private Equity
2014	Deloitte Institute for Innovation and Entrepreneurship, LBS	£11,800 on research on business model innovation and its downside in Bank Holding Companies
2012	World Economic Forum	c. \$25,000 in personal funds, c.\$45,000 in research support and \$15,000 in travel support for the Alternative Investments 2020 Project, in addition to ad hoc support for travel and expenses for WEF projects.
2011	Deloitte Institute for Innovation and Entrepreneurship, LBS	£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 LBS)	£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, LBS	£14,960 to support meeting / workshop for senior policymakers and academics on the Greek debt crisis, London, October 2011
2008–10	Management Innovation Lab, LBS	£12,000 to support research on industry architecture change
2007	Chris Ingram Fund, LBS	£12,500 to support research as the inaugural Chris Ingram Faculty Fellow
2001–18	London Business School	Grants for research development (RAMD), cumulative, c. £196,000
2001–02	Centre for the Network Economy, LBS	£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, LBS	£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 PhD Vice-Dean for scholarship in Stanford & Cambridge

Degree Programme and pointed Teaching (updated till 2017)

Degree Programmes, London Business School, 2000–

Global Business Assignment (in Greece), on the topic of resilience: co-developed a five-day immersion course for EMBA and Sloan students linking to Greek corporates and decision makers, with Y. Mylonadis E. Papaioannou, 2018 -

PhD Seminar, Economic Foundations of Strategy, co-designed and co-taught (w I. Ioannou), 2017-

Managing Corporate Turnarounds, 2008–: Fully redesigned, wrote most cases for, and taught highly subscribed strategy elective (two sections in 2008, three sections in 2009, five in 2010, six in 2012, seven in 2013 onwards.) Currently teaching three streams in London, and one in Dubai per year.

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). Also, taught 2 sessions in the PhD Seminar Special Topics in Strategy, 2014.

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) and co-taught (2015) the course

MBA Core Strategy Course: Co-designed and taught (2000/1)

Open Enrolment Executive Programmes, London Business School, 2001–

Design and teaching 3 days in the five-day executive course Next Generation Digital Strategy (NGDS), 2024-

Design and teaching of two sessions on managing digital ecosystems in the five-day executive course “Exploiting disruption in a Digital world”, 2018-

Designed and taught a new session on “creating architectural advantage” and profit migration for LBS’s Senior Executive Program, 2008 / 2012.

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.

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

2022-	London Business School	Dalbert Ma (Advisor)
2016	Manchester Business School	Siggudir Sigurdardottir (DBA External Examiner)
2014	London Business School	Chung Won (Jennifer) Tae (Advisor)
2010	Imperial College, London	Richard Tee (Examiner)
2009	Ecole Nationale Polytechnique, France	Colette Depeyre (Examiner)

2008	Ecole Nationale Polytechnique, France	Ramesh Caussy (Examiner)
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Professional Activities (updated till 2018)

Institutional Engagement, London Business School

2018-	Responsible for External Relations, Strategy & Entrepreneurship Area.
2016-18	Member of the Academic Policy Committee.
2016-17	Member of the Appointments Sub-committee, Appointments Committee.
2015-16	Member of the Academic Policy Committee.
2010–11	Member of the Appointments Sub-committee, Appointments Committee.
2016-17	Organizer of the Sumantra Ghoshal Conference on managerially relevant Research.
2001-15	Organizer of the Faculty Retreat (multiple years), Strategy & Entrepreneurship.
2006–11	Faculty Recruitment Coordinator, Strategic & International Management Area.
2001–05	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 2006-2015. Co-Editor, 2015.
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

2012-14	European Academy of Management	Vice-President. (Assisting in major statutes overhaul for EURAM and focusing on increasing research quality and institutional engagement.)
2010–12	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	Strategic Management Society	Elected Representative-At-Large of Competitive Strategy IG.

Academic Presentations (updated till September 2018)

- 2018 “Building (new) ecosystems”
Panel presentation (and coordination), Strategic Management Society Meetings, Paris, September 2018.
“New Ecosystems: From Automotive to Mobility Services”
Plenary panel presentation and moderation, Strategic Management Society Meetings, Paris, September 2018.
“New Platform Creation in Digital Ecosystems: Processes, Dilemmas, Implications”
IG Panel presentation and discussion, Strategic Management Society Meetings, Paris, September 2018.
“Strategies for (digital) Ecosystems: Fancy new words vs new questions”
INSEAD pre-conference of the SMS meetings on Platforms & Ecosystems, September 2018.
“Shaping Sectors, Changing Architectures, Constructing Ecosystems”
Symposium presentation (and organization), Academy of Management Meetings, Chicago, August 2018.
“Ecosystem Dynamics: From Concepts to Trade-offs”
Symposium presenter (and organizer), Academy of Management Meetings, Chicago, August 2018.
“Organization Design and Industry Dynamics”
Organization Development & Change Meetings, Kellogg School (Northwestern U), Chicago, August 2018
What do journals want? The Editors’ view (PDW presentation)
TIM and the BPS junior faculty colloquia, Academy of Management Meetings, Chicago, August 2018.
“Unpacking the process of industry scope transformation: Trailblazers, Early Followers and Laggards in US Banking”
Symposium presentation, Academy of Management Meetings, Chicago, August 2018.
“Shifts in the Mobility Ecosystem: From retrospect to prospect”
PDW presentation (and organization), Academy of Management Meetings, Chicago, August 2018.
New research directions in understanding the business world: From Industry Architectures to Platforms & Ecosystems
Conference on Artificial Cosmoi, U of Athens, Yale Law School & UCL, Athens, July 2018.
“From sectors to industry architectures and business ecosystems”
Invited presentation of research agenda, Vienna University of Economics (WU), May 2018.
“Toward a theory of Business Ecosystems”
Invited research seminar, Institute for Manufacturing, Cambridge U, May 2018.
AoM Special Conference on Big Data, Guildford, April, 2018
Invited research seminar, Management Science & Engineering, Stanford U, February, 2018.
Invited research seminar, Judge Business School, Cambridge U, January, 2018.
- 2017 Invited research seminar, Digital Initiative, MIT, November, 2017.
Invited research seminar, LMU, Munich, November, 2017.
Plenary panel, Imperial Business School Conversations on Innovation & Entrepreneurship, June 2017.
Invited research seminar, LUISS, University of Rome, April 2017.
Invited research EOI Seminar, The Wharton School, March 2017.
Invited research seminar, EPFL, Lausanne, March 2017.
“What is an Ecosystem? Considering boundaries and usefulness of a rising construct”, presenter and symposium co-organizer (with Ron Adner), Academy of Management Meetings, Atlanta, August 2017.
“Architectural Dynamics and the Industry and Ecosystem level”, presenter (and symposium organizer), showcase symposium, Academy of Management Meetings, Atlanta, August 2017.
“The dynamics of change and stability in the Private Equity industry architecture”
Invited research seminar, ETHZ, January 2017.
“Transformation of Corporate Scope in US Banks: Patterns and Performance Implications”
Invited research seminar, TIES Group, MIT, October, 2017.
Invited research seminar, Strategy Group, Harvard Business School, November, 2017.
Invited research seminar, Management Dept, The Wharton School, March 2017.
Plenary panel presentation, Blockchain and the Constitution of a new Financial Order, UCL, June 2017.
- 2016 Invited presentation (joint presentation w N Cetorelli), Federal Board of Reserves, Washington DC, December 2016.
Invited research seminar, Hitotsubashi University, Tokyo, April 2016.

Invited research seminar, EPFL, March 2016.

Invited research seminar, ETHZ, February 2016.

“Firms and Organizations: Some critical thoughts”, ICC conference: Beyond Technological Innovation and Diffusion, U of California, Berkeley, December 2016.

“Paradigm Shift or Label Profusion? A Critical Examination of Ecosystems in Strategy Research”

Invited research seminar, Tokyo U, April 2016.

Invited research seminar, Cass Business School, June 2016.

Invited research seminar, Bocconi U, October 2016.

Panelist of the “Innovation Ecosystems and Sustainable Mobility” extension of the Strategic Management Society Meetings, Berlin, September 2016.

“Strategic and Organizational Challenges in a World of Colliding Ecosystems” session organizer and presenter, and “The Transformation of Mobility: Challenges For Firms And New Directions For Strategy Research”, session chair and panelist, Strategic Management Society Meetings, Berlin, September 2016.

“Change and stability in the Private Equity Industry Architecture”, presentation and discussion in the EGOS Meetings, Naples, July 2016.

- 2015 “Inside the black box of Bank Holding Company Innovation: Drivers and implications for trailblazers and laggards”, Invited research seminar (joint presentation with N. Cetorelli), Bank of England, September 2015.

“Ecosystem, platform and Industry Architecture Research: Re-focusing the Agenda”, showcase symposium (with R. Adner, M. Cusumano, M. Iansiti, M. Schilling), organizer, and presented paper on ecosystems, Academy of Management Meeting, Vancouver, August 2015.

“Creating and capturing value in ecosystems: Bottlenecks and strategies” (with G. Ahuja, C. Baldwin, R. Casadesus-Massanel, D. Hannah), symposium organizer and presented paper on positional bottlenecks, Academy of Management Meetings, Vancouver, August 2015.

“Industry Convergence: Drivers, Mechanisms, and Consequences”, discussant in symposium (with G. Lee, J. Prescott, N. Stiglitz, M. Tripsas, C. Tucci), Academy of Management Meetings, Vancouver, August 2015.

“Business Model in their Competitive Context: Structuring our Understanding”, keynote to the ESRC meeting on Business Models, UWE, Bristol, March 2015.

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- 2014 “The Dark Side of Business Model Innovation: Epistemic Ignorance, Systemic Side-effects and the 2008 Crisis”

LBS/Deloitte Institute for Innovation & Entrepreneurship Conference, Ditchley Park, September, 2014.

Bocconi Future of Capitalism Conference, Milan, October 2014.

Cambridge U, Judge Institute invited seminar, October 2014.

“Agency, structure, and incumbents’ dominance: Change and stability in the automotive sector”, invited seminar, Singapore Management University, October 2014.

“Business Model in their Competitive Context”, showcase panel organizer and presenter (with N. Foss, C. Markides, JE Ricart, C. Zott) Strategic Management Society Meeting, Madrid, September 2014.

“Strategy Frameworks: In Quest of Relevance in a Turbulent World” showcase panel presenter and organizer (with M. Hirt, R. Grant, D. Simpson A. Webb), Strategic Management Society Meeting, Madrid, September 2014.

“Competitive Dynamics and Strategy in Platform-Based Markets”, panel participant (with C. Cennamo, G Dagnino, G. Parker, R. Seamans), Strategic Management Society Meeting, Madrid, September 2014.

“The aggregate level for strategy research: Industries, ecosystems or architectures?”, showcase symposium (with S.G. Winter, C. Helfat, R. Adner, D. Yao), Academy of Management Annual Meeting, Philadelphia, August 2014.

“Where do Capabilities Come From?”, symposium (with J. Barney, T. Zenger, T. Felin), Academy of Management Annual Meeting, Philadelphia, August 2014.

“Should the individual be the indispensable starting point in strategy research?”, Plenary debate (w J. Barney, T. Felin, R. Coff, R. Durand), Strategic Management Society Meeting on Microfoundations, Copenhagen, June 2014.

“A look at the Dark Side: Business Model Innovation and the 2008 Financial Crisis”

Strategic Management Society Meetings, Paper presentation, September 2014.

Bocconi U, Management Dept Seminar, May 2014.

NYU-Stern Management & Organization Seminar, April 2014.

Strategy & Entrepreneurship Seminar, London Business School, February 2014.

- 2013 “Value Migration and Value Stasis in Business Ecosystems”
Keynote presentation to the Cambridge Manufacturing Symposium, September 2013.
- “The Origins (or Evolution) of Organizational Capabilities”
Showcase Symposium presentation, Academy of Management Meetings, Orlando, August 2013.
- “Creating and capturing value in Changing Ecosystems: From Research to Rethinking Teaching and Advice”
Symposium presentation (& co-organizer w R Adner) Academy of Management Meetings, Orlando, August 2013.
- “Of Platforms and Industries: New Business Models and how we analyze them” Plenary presentation
to the PDW on Platforms and Business Models, Academy of Management Meetings, Orlando, August 2013..
- “Ripples down the Value Chain”
Wharton Technology Mini-conference Presentation, April 2013.
- “When value Sticks: How OEMs Still Rule the Automobile Sector”
Plenary presentation to the PDW on Automotive Research, Academy of Management Meetings, Orlando August 2013.
Dartmouth U, Tuck School of Business Seminar, January, 2013.
Bocconi U Seminar, January, 2013.
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- 2012 Paper presentation at the 2012 Strategic Management Society Meetings, Prague, October 2012.
Academy of Management Symposium (BPS/OMT/ENT) presentation (organizer), August 2012.
Industry Studies Association Annual Meeting, Pittsburgh, PA, May 2012.
- “Ripples Through the Value Chain: How Innovation shapes Scope and Profit”
NYU-Stern Management & Organizations Dept Brownbag Series Presentation, October 2012.
Industry Studies Association Annual Meeting, Pittsburgh, PA, May 2012.
- “Administrative Lessons From Macro-economic Tragedies: The Euro and Greece”
Plenary Panel presentation at the 2012 Strategic Management Society (organizer), Prague, October 2012.
- “Computational Methods: Why, when, and some illustrations”
Panel presentation at the 2012 Strategic Management Society, Prague, October 2012.
- “Strategy in Ecosystems: Understanding Interdependencies, tracking Value Migration”
Showcase Panel presentation at the Academy of Management Meetings, Boston, August 2012.
- “Why Study Industries? A user and producer’s guide to industry-based research”
Presentation to the Industry Studies PDW, Academy of Management Meetings, Boston, August 2012.
- “Beyond Five Forces: Kingpins, Bottlenecks and Value Migration”
Academy of Management paper presentation (Best Papers proceedings), August 2012.
Wharton Technology Mini-conference, Philadelphia, PA, April 2012.
- “The Changing Industry Architecture of Financial Services”
Industry Studies Association Annual Meeting, Pittsburgh, PA, May 2012.
Bank of Greece Seminar, February 2012.
- “Competing in a Shifting Landscape”
Athens University of Economics & Business Distinguished Address, February 2012.
- “Modelling Business Strategies and changing Industry Architectures”
Presenter and co-organizer (with Juergen Jost, Massimo Warglien, Thorbjorn Knudsen) of the three-day workshop at
the Max Plank Institut for Mathematical Sciences, Leipzig, January, 2012 .
- “The administrative basis of the Greek Crisis”
Presentation in the administrative redesign panel of the RedesignGreece conference (convenor), January 2012.
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- 2011 “The Architecture of Openness: What the changing face of mobile telco can teach us about knowledge, Innovation
and Strategy” (panelist and organizer, with C. Baldwin, P. Natterman, E. Mollick).
Plenary Panel, Knowledge Management & Innovation Division, Strategic Management Society, November 2011
- “How value is distributed between industry segments and why”
The Wharton School, EOI Seminar, November 2011.
Strategy Group, Rottman School, U of Toronto, November 2011.

“From Restructuring to Administrative Redesign”

Presentation at the Workshop on the Greek Crisis (co-organizer), London Business School, October 2011.

“Changing Industry Architectures in the Art World”

Sotheby’s Institute of Art & Cambridge U. Conference on Risk and Uncertainty in Art, London, September 2011.

“The Dynamics of Coordination Regimes: Implications for Organization Design”

DRUID Meetings, Copenhagen, June 2011.

Strategic Management Society Meetings, Miami, November 2011.

“Ripples through the Value Chain: Scope and Profit Evolution as Technology Changes”

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.

2010 “Capabilities: Structure, Agency and Evolution”

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 (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”

Panel presentation (and panel co-organizer), Academy of Management, Montreal, August, 2010

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, S.G. Winter), *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*), Trinity College, Dublin, March 2010.

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”

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: 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”

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.

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, Anaheim, Co-organizer (with S.G Winter) of all-academy symposium, August 2008.

“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” speaker at Organization Theory PDW

Academy of Management, August 2008, Anaheim

“Industry Architecture Dynamics: The Questions we Ask, the Theory-Practice Frontier and the Agenda”

Academy of Management, speaker for the PDW sponsored by BPS, TIM, OMT, ENT, Anaheim, August 2008
EURAM, Ljubljana, presentation, May 2008.

“The Business Model: In Search of Meaning”, speaker for the PDW sponsored by BPS, ENT, OMT, IM, MC, HCM

Academy of Management, Anaheim, August 2008.

“From the ‘Institutional Structure of Production’ to the Strategic Dynamics of Industry Architectures”

Fondazione IRI PhD Workshop presentation, Volterra, July 2008.

“Strategic Dynamics of Industry Architectures and Globalization”

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.

2007 Copenhagen Business School, Seminar, Copenhagen, December 2007.

“The Dynamics of Wealth, Profit and Sustainable Advantage (which should be the dependent variable for strategy?)”

University of Paris-Sud, Seminar, Paris, November 2007

“Where Markets Didn’t Take Hold: Why IT failed to Dis-intermediate the UK Reinsurance Industry”

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”

Universidade 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 Meetings 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.

Universities of Paris, series of four lectures on the topic (under the “Invited Professor” scheme), June 2007.

2006 “Qualitative Research Methods: A Primer”

Invited presentation in the “Ask the Experts” PDW Session of the Research Methods Division, Academy of Management Meetings, Atlanta, August 2006.

“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 Meetings, co-organizer (with J. Macher and M. Leiblein) of the PDW sponsored by the BPS Division, Atlanta, August 2006.

“The Architecture and Design of Organizational Capabilities”

University of Paris, Lecture and PhD Workshop, June 2007.

Bocconi University, Invited presentation, October 2006.

Symposium sponsored by OMT, TIM and BPS Divisions, Academy of Management, Atlanta, August 2006.

Schumpeter Society Bi-Annual Meetings, Presentation, Nice, June 2006.

“A Marshallian Model of Profits, Rents, and Resource Price Evolution”

Invited Lecture, University of Madrid (Carlos III), March, 2007.

Symposium sponsored by BPS, Academy of Management Meetings, Atlanta, August 2006.

Schumpeter Society Bi-Annual Meetings, Presentation, Nice, June 2006

“Shaping Firm and Industry Boundaries: Process and Technology”

Academy of Management Meetings, August 2006, Atlanta, Symposium sponsored by OMT, TIM & BPS

“Benefiting from Innovation: Value Creation, Value Appropriation and the Role of Industry Architectures”,

Harvard Business School, Entrepreneurship Unit Invited Seminar, October 2006

SPRU 40th 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 Meetings, Atlanta – PDW on Digital Transformations (PDW organized jointly with L. Waverman and F. Suarez), August 2006.

“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.

2005 “Designing the Boundaries of the Firm: From ‘Make, Buy or Ally’ to the Dynamic Benefits of Vertical Architecture”

Corporate Entrepreneurship Conference, Harvard Business School, 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”

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 & 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”,

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

“Why interface specification varies between organizations: Heterogeneous knowledge & communication advantages”

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.

2004 “Creating Actionable Research by Bridging the Resource Based View and Transaction Cost Economics” All-Academy Symposium, 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”

Academy of Management Meetings, New Orleans, August 2004.

Organization Studies Winter Conference Panel, Steamboat Springs, CO, February 2004.

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”

Organization Science Winter Conference Presentation, Steamboat Springs, CO, February 2004.

Strategic Management Society Meetings, Baltimore, MD, November 2003.

Academy of Management Meetings, Seattle, WA, August 2003.

- “Organizational Unbundling and Vertical Dis-Integration: Lessons from 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”
 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.
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- 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 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”
 Strategic Management Society Meetings, Barcelona, Spain, October 1997.
 “A Repeated Agency Model of Small Numbers Outsourcing”
 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.
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- 1995 “Information Policy: Shaping the Value of Agency Relationships”
 Academy of Management Meetings, Cincinnati, Ohio, August 1996.
 Seventh W.I.S.E. Conference, London Business School, London, UK, December 1995.

Executive Education (partly updated)

Centre for Management Development, London Business School

Tokio Marine, Local CEO programme, building corporate value, Tokyo, 2024.
Boeing / Ethiopian Airways leadership programme, winning through ecosystems, 2023.
Worked with HDFC-ERGO, Top leader programme, 2022.
Proximus, Senior Leadership programme, ecosystems 2022.
BAT, top leadership programme, innovation and ecosystems, 2021.
YPO, Leadership programme, ecosystems (2020) & AI / GenAI (2024).
Bridgestone, senior leadership programme, value migration & ecosystems 2020-2024.
Sberbank (Sber), ecosystems and value in financial services, 2019-2022.
Ericsson, senior executive programme, strategy and ecosystems 2019-2024.
KAIST, Masterclass on value migration, ecosystems and AI 2019-2023.
PwC, Leading Future Business, programme for PwC Partners, sessions on coping with industry transformation, 2018-
Faurecia, Senior Development Programme, sessions on the disruption of the automobile sector, San Francisco, 2018.
IPDADE Masterclass, session on value migration and digital ecosystems. 2017-
Telenor. Leadership Acceleration Programme, 2015-16.
Vodafone. Leadership Development Programme, 2015-16.
Rabobank, Senior Executive Programme, 2014-. Also, coaching of incoming Rabobank CEO on the Future of Banking, 2014.
Nordea Bank, Workshop on the New Bank – Strategy Module, for Senior Executives, programme design & delivery, 2012-3.
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.
Santander, Program on Strategy & Finance for Senior Executives, 2010-2014.
BBVA, Program for top 1000 Finance executives, Strategy & Financial Service Change, 2010–2012.
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, Program on strategy, industry change, and trends in banking, 2008–2010.
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, 2007–11.
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, 2001–2.
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, Hyundai, Institute for Turnarounds etc.

Other Institutional Executive Education Work (partly updated)

Ortygia Business School, Sicily, 2018, 2020, 2023

Taught a two-day module on strategy, adaptation and alignment to Executive MBA students.

ALBA- Athens Laboratory of Business Administration, 2014-5, 2016-7, 2018-19, 2020-21, 2022-23

Taught a two-day module on capability-based strategy and on value migration to the Executive MBA students.

NYU-Stern Executive Educations Program, 2012-13

Guest lecture on the “Strategic Breakthrough Insights” Program on Industry Architectures.

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.

Executive Development and Teaching Directly with Corporates (partly updated)

One day masterclass for YPO Canada on AI and competitive advantage, Toronto, January 2024

Developed two day masterclass for YPO Emirates, on strategy, value migration, ecosystems and AI, Dubai, 2024

Worked with COSMOTE for a programme on value migration and ecosystem for Greek executives, 2021-2022.

Worked with *De Beers* on articulating a digital ecosystem strategy, helping both their in-house team (CSO and direct reports) and their consultants (BCG) articulate a set of new options, 2018.

Developed a masterclass on coping with disruption, and turning businesses around with Finnish institute *VIA*, delivered yearly in London, 2016-22.

Worked with the *European Centre for Strategic Innovation* to help develop a set of tools for their consultants to respond to value migration and identify profit pools, 2016-17.

Worked with *Burberrys*, for a custom session with its Senior Leadership Team (CEO and 18 direct reports), aimed at fostering the discussion on the need for organizational re-design and change, through a case-study and applied exercise on the use of new ERP to help transform the organization, 2015.

Training session developed for the *Management Institute of Finland* for a masterclass on strategy in a shifting environment, Helsinki, 2015.

Worked with *Accenture* for a custom programme for the 30 reports to Accenture’s Global Chief Strategy Officer, focusing on how Accenture needs to navigate the changes to its competitive landscape, Dublin, 2015.

Worked with the leadership of *Santander UK* (CFO / Head of L&D) and built & delivered a programme for the direct reports to the Executive Committee, aimed to educate them about the changes in the competitive environment, and building a set of applied “strategic challenge” exercises for them to re-shape the bank, 2015-2017.

Worked with *Rabobank* for a custom programme for the new (incoming) Rabobank CEO with an overview of the changing competitive landscape of financial services; then, worked with the senior leadership of Rabobank for a programme of their senior executives, 2014.

Worked with *Airbus* “Top technical Expert” program strategy module, 2011-2015.

Worked 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. 2011-2.

Work with *Vodafone* for the senior leadership program (“Inspire”). Design and delivery of strategy module, and executive training development advice, 2010–2011.

Intervention/facilitation of the *Lufthansa Systems* Strategy Retreat, June 2010, London.

Facilitation of the *Lloyds Bank* Wholesale Division leadership away day, October 2010, London

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*, 2002–2011.

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.

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.

Involvement with Industry, Policy and Civil Society (partly updated)

- 2023-24 Work with Engie-Tractebel through Evolution Ltd to conduct a strategic assessment of Tractebel's HR practices and career mobility to pinpoint opportunities for enhancing the recruitment, retention, and promotion of women into management through the use of AI and GenAI as an exercise to apply technology to innovative uses
- Work with Manttu / LittleBigCo in reshaping their strategy based on an ecosystem approach, Geneva, helping re-engineer both the value proposition and organizational structure to achieve it.
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- 2022-23 Work with MAF through Evolution Ltd, I conducted a strategic ecosystem audit for Majid Al Futtaim (MAF), mapping its internal and external initiatives and aligning them with new management priorities. By analyzing each ecosystem's standalone value and synergy potential, I pinpointed opportunities to enhance MAF's long-term returns and strategic coherence. This led to fresh theory work and to an independent perspective on MAF's investment decisions and a position that revised the previous advice of McKinsey & Co on group synergies and future direction.
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- 2021-22 Led a creative transformation for Lavazza via Evolution Lts alongside Spring Studios, advising on a how to conceive of, and help build a multi-product and multi-actor ecosystem, considering how to apply theory to a FMCG firm, and how to apply the emerging framework developed for CMR.
- Worked with the CEO of GlobeTelecom, Ernesto Cu, and his peer Philippino CEOs of the Business Network as we developed opportunity to build ecosystems in a broad business group in a retreat in Boracay, Philippines.
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- 2020-21 Led a comprehensive consulting project for Huawei that spanned mapping key European data and platform regulation initiatives, analyzing the strategic responses of dominant tech players, and gathering insights from industry experts and policymakers. By synthesizing findings from public reports, in-depth interviews, and scenario-based analyses, I refined the dynamics of ecosystem development and also to a concrete set of actionable steps.
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- 2019-20 Worked with the CEO and SLT of MasMovil through Evolution Ltd on helping structure their ecosystem strategy and approach in integrating ecosystems in their competitive offering.
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- 2016- Working with the leadership of Boston Consulting Group's Henderson Institute (M. Reeves) and of its Global Advantage Practice (N. Lang and K. von Sczepinski) to develop BCG's thought leadership on digital ecosystems. Appointed as Academic Advisor to the Boston Consulting Group, building a joint IP programme, 11/2018.
- Working with IDEO on how to help structure new ecosystem thinking to their circular economy co-lab. Worked with McKinsey's ecosystem team and other consultants exploring the ramifications in changes in industry structure (2016/17), and how these should be addressed by firms and policy makets. Also collaborating with firms active in the area- such as Helvetia, where I worked with their BoD and SLT in exploring how ecosystems are structured.
- Part of the WEF Digital Platforms & Ecosystems working group, and academic co-lead, responsible for the Digital Ecosystems work-stream, with a White Paper to be developed with the support of Deloitte. Working to develop a multi-stakeholder meeting to address issues of power in and between ecosystems and identify issues to be addressed.
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- 2014-15 In 2014, organized, alongside the Editor of McKinsey Quarterly, a meeting in the London Headquarters of McKinsey, which brought together some of McKinsey's senior leaders (including the founder of the Strategy Practice), Chief Strategy Officers of major corporates including Unilever, Burberry, Clorox, Centrica, Smith Group, and business academics, to look at the role of strategy frameworks in corporations today, and help develop the links between academia and business practice.
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- 2012-14 Appointed as a member of the Global Agenda Council on the Global Financial System at the World Economic Forum in 2012, with a two-year term. In 2014, appointed to the Global Agenda Council on the Future of Investment, serving a one-year term till 2015, focusing on the shifting business models in the investment sector. Appointed Research Coordinator of the World Economic Forum's "Alternative Investments 2020" multi-year project (see publications).
- Appointed member of a High-Level Group summoned by the Chairman of Europe's Competitiveness Council to create an ad hoc report on how to foster growth through supporting Innovation and Competitiveness in Europe. Participated in meetings (in Warsaw and Brussels in 2012 & 2013) and policy document preparation. The Report delivered to Council President Van Rompuy during the Lisbon Summit in 2013.
- Organized the "RedesignGreece" initiative (see www.redesigngreece.gr, linking the LBS Greek alumni association, the LBS Greek student club, and other volunteers to set up a major conference in 2012 in Athens (raising funding of £55,000 from private and public sources), and a follow-up web-based platform. In 2013, prepared a project on a bottom-up process for reforming the public administration, raising pledges of €80,000 from foundations and firms such as SAP and McKinsey & Co, to create a tool to redesign, bottom up the administration. The focus was to provide an external review board, internal award criteria committee, and find ways to motivate and incent public

	officials, and forge the ethos of change management. Received the official support of the Greek Government (Administrative Redesign Minister), but later political developments did not allow it to materialize.
2011	Worked 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 (2011-2012). 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. First breakfast, with the presence of H.r Sants, CEO of the Financial Services Authority, and the TSC leadership, was organized in May 2011, and followed by a workshop at a senior level. The proceedings went into the Independent Banking Committee's Deliberations and Final Report. The second breakfast on competitiveness, in the presence of IBC Commissioner M. Wolf & Bank of England Deputy Governor A. Bailey, was held the day following the IBC Report, on September 2011. Final meeting held in March, 2012. 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 2011.
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, London. 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, London. Work with Roche (France) in rethinking their playscript ahead of the regulatory changes in the French healthcare market, 2010, Paris.
2009	Supported PriceWaterhouseCooper's research on "Pharma2020: New Business Models", structuring the report (and research) on how the Pharmaceutical Sector will change for companies and regulators (PwC Report, October 2009.) Work with Vodafone plc's strategy director on the use of tools and visuals in mapping their landscape, 2009-13. Collaborated with the World Economic Forum, for the New Financial Architecture Project, 2009-12. 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.
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, 2008-14. 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, 2008-9. Judge in the "Turnaround of the Year" Awards offered by the Institute for Turnarounds, 2008-11. 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, 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.
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, <i>Zurich London (ZFS)</i>, 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

Keynote Addresses, Industry Talks, etc. (partially updated)

- 2025 GenAI: Beyond the hype, opening plenary in the Abu Dhabi AI event, April 2025.
Living in a world of GenAI, keynote and plenary speaker in 2 panels at the NHH Symposium, Bergen, March 2025.
Winning through Digital Ecosystems, Synocus / Business Finland event, keynote and plenary panel participant, Helsinki, March, 2025.
AI-based transformation and, winning through ecosystems: Two masterclasses, SAP event for C-level leaders at Silverstone, hosted by Deloitte and SAP, January 2025.
- 2024 AI Current and Future: An External Perspective, SAP Leadership event, Dubai, November 2024
Winning the AI race- ethically, Panel discussion at the BibanForum24, Riyadh, November 2024
How to navigate platform, ecosystem and AI driven business, keynote and Panel discussion (virtual) at the Australian CPA, Canberra, October 2024
Will GenAI disrupt our world? Keynote at the EFMD Global meeting, LBS, October 2024
From Use Cases to Strategic Transformation: Expectations for GenAI's Impact on Sectoral Dynamics, Business Models, and Competitive Advantage, Stanford's Institute of Human-Centered Artificial Intelligence, June 2024
AI impact on business, Video talk for the WEF community, at the AI Governance Alliance Community Meeting, World Economic Forum, June 2024
Winning through Ecosystems in the Expect World, WoltersKluwer Annual Strategy Meeting, London, May 2024
How GenAI is driving PE transformation, LBS Private Capital Symposium keynote and panel, May 2024
GenAI and strategic transformation, Keynote for the "From zero to unicorn" event, UBS, Surrey May 2024
From use case to GenAI strategic impact: SAP Leadership event, hosted by Accenture and SAP, Silverstone, May 2024
The Digital CFO: The Future of Finance Speaker and moderator, at the Digital CFO – The Future of Finance meeting, C-level event hosted by SAP, EY and Blackline, IoD, London, February 2024
The Rise of Ecosystem Theories: Where are we after Microsoft/Activision and Booking/ettraveli? Panel discussion at UCL School of Laws, London, January 2024
- 2023 "Harnessing the Ecosystem Advantage to Reinvent Retail", Annual Meeting of C-level executives, International Association of Department Stores", London, November 2023
"Winning through ecosystems in a world powered by AI", Keynote, Annual Conference, d2, Zurich, November 2022
"How Purpose Drives Performance", Global Peter Drucker Forum, Vienna, November 2023
"How are AI, innovation and digitalization altering the business landscape", Panel discussion at the Economist Impact SE Europe Event, Athens, October 2023.
"Think ahead – The Business Implications of AI", Panel discussion at LBS, London and online October 2023.
"Reimagining the Anthropocene: Putting Culture and Heritage at the Heart of Climate Action". Panel discussion at the European Heritage Hub, Venice, October 2023
"Ecosystems@Work", RenDanHeYi Open Talk 2023, Haier Model Institute, September 2023
Rethinking platforms and ecosystems, Opening keynote, 1st European Digital Platform Research Network (EU-DPRN) Summit, Milan, September 2023.
"AI, Strategy, & Business Models", Panel discussion at LBS London Alumni Club, LBS, June 2023
Winning through ecosystems, keynote speech, annual conference, Mowi, Gdansk, June 2023
- 2022 "Regulating Ecosystems", address, IRG, Brussels October 2022.
"How ecosystems are redefining the financial services landscape", presentation, Prince Michael von Liechtenstein Financial Group meetings, Valduz, September 2022,
"Winning through ecosystems", Spark.Me keynote address, Montenegro, June 2022
"The global regulation of digital ecosystems: ex ante v. ex post approaches/institutional architecture implications – The next steps" Panel discussion at the Athena Competition Law & Policy Forum, Hellenic Competition Commission, Sounion, June 2022.
"Competing in a world of digital ecosystems" Panel discussion at the Delphi Economic Forum, Greece, April 2022.
"Beyond Digital Disruption: Winning in a World of Platforms & Ecosystems"
Speaker, Growing Together Conference, April 2022.

- 2019-2021 *Details pending: Worked UPM (France), Synocos / Aalto (Finland), Accenture (Switzerland), SwissRe (Switzerland), Enel and EnelX (Italy), ECSi (Italy), NZZ (Switzerland), Mastercard (Ireland), Glanbia (Ireland) etc*
- 2018 “The transformation of retail: How to disrupt disruption”
Plenary speaker, *The Economist* conference on Digital Metamorphosis, Athens, October 2018.
- “Digital Platforms & Ecosystems”,
Speaker & session moderator, WEF Tianjin Meetings (AMNC), September 2018.
- “Competing in a Digital, Ecosystem-powered and AI founded world”
Thought leadership event, Heidrick & Struggles, Tianjin, September 2018.
- “Competing through (Digital) Ecosystems”
Keynote presentations for UPS, on the occasion of F1 racing, Singapore, September 2018.
- “From new circular value propositions to designing new circular-friendly ecosystems”
Presentation to the IDEO design sprint, Circular Economy Co-Lab, London, September 2018.
- “What’s the fuss about Digital Ecosystems?”
Presentation & facilitation of WEF meeting on platforms & ecosystems, New York, June 2018.
- “Charting your course in a Shifting Landscape”
Keynote (Theory-to-Practice Award Lecture), StrategieForum, WU, Vienna, May 2018.
- “Digital Health Ecosystem Strategies”
Keynote presentation to the Digital Health World Congress, London, May 2018.
- “Thriving in (digitally transformed) ecosystems: Making value migrate your way”
Keynote to the APIS AGM, London, April 2018.
- “Creating value through reorganizing the administration”
Panel discussion at the Delphi Economic Forum, Greece, March 2018.
- “Winning in a world of Ecosystems”
Keynote at the LBS Dubai Alumni & Student Spring Gala, March 2018.
Business School Alumni Group, San Francisco, February 2018.
- 2017 “The changing landscape of PE (& AI) in a world of blurring boundaries”
Keynote at the Funds in Focus event, Proskauer Rose, New York, November 2017.
- “Responding to blurring industry boundaries and the growth of business ecosystems”
Plenary presentation at the Global Drucker Forum, Vienna, November 2017.
- “Shifts in the Mobility Ecosystem: From retrospect to prospect”
Opening presentation to the workshop on mobility transformation, London, November 2017.
- “Creating a personalized approach in Mobile and Digital Health: Ecosystems, partnerships and strategy”
Keynote presentation to the Wort & Bilt International Health Forum,, Munich, November 2017.
- “Reinventing Strategy: Why being better than your competitors is no longer enough”
Keynote at the “Life Changing Ideas” series, UNIC, Nicosia, Cyprus, October 2017.
- “Tackling tomorrow’s strategic challenges”
Keynote at Eurolife’s Annual Meeting, Nicosia, Cyprus, October 2017.
- “Building and Capturing Value in a challenging context”
Keynote to the ARMA Annual Conference, London, October 2017.
- “What is different in a world where industry boundaries collapse and digital prevails?”
Presentation and panel discussion at McKinsey’s EMEA Leadership Forum, Ascot, September 2017.
- “What should your scope be, in a world of shifting ecosystems?”
Presentation to the PwC Partners Research Discussion, London, March, 2017.
- 2016 “Winning the Game of Value Migration: Using Your Ecosystem to Your Advantage”
Innovation Roundtable concluding keynote address, Copenhagen, November 2016.
- “Let’s get real: Taking fads out of innovation” and
“Building a responsive organization at a time of ecosystem change”
Innovation Roundtable iLab presentations and discussion, Copenhagen, November 2016.

- “From Start-up to Scale-up: Moving ahead and leveraging the Diaspora”,
Presenter and facilitator in the ReloadGreece Conference, London, September 2016
- “Rethinking the crucibles of change”, input and participant in the top-30 Senior Partner meeting
McKinsey & Co Senior Leadership Team Global Retreat, Zurich, July 2016
- “Creating and capturing value: Changes in the competitive landscape”
DeBeers Sight-holder Conference Keynote, London, June 2016
- “Breaking the Bottlenecks in Greece: Entrepreneurship and Growth”
Talk at the Stanford & LBS Alumni event on Entrepreneurship, Athens, June 2016
- “Making value migrate your way”
Keynote presentation to the TIM Social Action Learning Program, Rome, April 2016
Featured presentation, LBS Alumni meeting, Tokyo, April 2016.
- “What will the future hold for Private Equity? Looking outside box – and some PE research”
Presentation, Adveq Advisory Board Meeting, Zurich, January 2016.
- “The Shifting Business Model of Private Equity: Evolution, Revolution, and Trench Warfare”
Keynote, Adveq AGM, Zurich, June, 2015.
- 2015 “Management and Business School Education”
Keynote, Athens University of Economics & Business 30th Anniversary of the MBA in Greece, June 2015
- “Making value migrate our way”
Young Presidents Association – Education Cluster presentation, London, May 2015.
- “The transformation of business models in Financial Services”
BiP Partners Annual Meeting keynote, Institute of Directors, London, March 2015.
-
- 2014 “Winning in the changing landscape of banking”
Masterclass, International Training Seminar, Trento, Italy, December 2014.
- “How Europe and Italy can re-gain growth”
Panel discussion during the Nobels Colloquia (with C. Pissarides, Y. Gutgeld, R. Portes, F.Casseli), December 2014.
- “Job creation and reforms: Cutting the Greek Gordian Knot”
Keynote to the AHCC 4th Labour and Insurance Conference, Athens, November 2014.
- “Value creation & appropriation in business ecosystems- and the role of the state”
Singapore, Raffles Town Club, LBS Alumni Event Speech, October 2014.
- “Winning in the shifting Pharma Landscape”
Keynote presentation at Chiesi Pharmaceutica Annual Meeting, Parma, June 2014.
- “Making value Migrate your Way”
[Big Ideas Session](#), Global Leadership Summit (Sponsored by LBS & Deloitte), London, June 2014.
- “Value Creation and Value Capture in the Telco Landscape”
Keynote talk to the IESE XX Telco Conference, Madrid, June 2014.
- “Charting the Future of the Alternative Investment Ecosystem”
Plenary talk at the Collier Institute for Private Equity Annual Meeting (LBS), London, May 2014.
- “Value Creation, Value Migration, and the Investment Ecosystem”
Keynote at the Institute of Sovereign Investors – Global West Annual Meeting, London, May 2014.
-
- 2013 “Has the new generation got the skills and competences to compete in tomorrow’s world?”
The Economist Debate on education and skills, Athens, November 2013.
- “Winning Strategies for Changing Markets”
Keynote Address to the FIDI International Conference, Athens, May 2013.
- “Value Migration in Business Ecosystems”
[TEDx Talk](#) presented at TEDxThessaloniki, April 2013.
- “Manage your ecosystem and win the value migration game”
Keynote talk at the Management Institute of Finland, March 2013.

“Winning in a Changing Landscape: How to thrive by leveraging partners and shaping your sector”

Keynote presentation to the Wort & Bilt International Health Forum, Munich, March 2013.

“Reforming Reforms -- Pushing Europe's Competitiveness Agenda forward”

Moderator of an invitation-based event at the World Economic Forum Annual Meeting, Davos, January 2013.

(Discussion leaders: F. Reinfeld, Swedish PM, V Dombrovskis, Latvian PM, M. Wolff, *FT.*).

“The Europe Context”

Rapporteur in the Public Programme Session with V. Dombrovskis, Latvian PM, M. Wittig, CEO Roland Berger, G. Recchi, Chairman, Eni, P. Barbizet CEO Artemis, World Economic Forum Annual Meeting, Davos, January 2013.

“Rethinking the Future of Alternative Investments”

Presentation and discussion facilitation at the private Governors Meeting of the Investors Industries at the World Economic Forum Annual Meeting, Davos, January 2013.

2012 “Looking Ahead: Rethinking Greece”

Panel presentation to *The Economist* Conference on Liquidity and Growth, Athens, Greece, November 2012.

“Liquidity, Banks and Greek Prospects”

Panel presentation to *The Economist* “Europe in 2050” launch event (alongside Greek Education Minister Stylianidis and John Andrews), Athens, Greece, November 2012.

“Charting the Future of the Alternative Investment Sector”

Presentation and Workshop during the World Economic Forum’s Global Agenda Councils Meeting, Dubai, November 2012.

Presentation and Workshop at the World Economic Forum’s Strategic Partners Meetings, New York, October 2012.

“Greece: The Way Forward”

Keynote Address in the KPMG Conference on Investments & Taxation, Athens, Greece, October 2012.

“The Changing Context of the HR Agenda”

[Keynote presentation](#) in the Human Resource Community Academy meetings on HR and Welfare (alongside Italian Labour Minister Elsa Fornero), Rome, October 2012.

“Rethinking Europe’s Growth Prospects: Structural Reform and Entrepreneurial Growth”

Presenter and facilitator of the session on Innovation & Entrepreneurship (with Italian Industry Minister Corrado Passera) in the World Economic Forum’s “Future of Europe” event, co-hosted by the Italian Government, Villa Madama, Rome, October 2012.

“Getting into and out of Trouble”

Masterclass Presentation to the NHS Top Leadership Academy, London, October 2012

“Responding to the Crisis: The Future of the Eurozone”

Keynote panel participant, along with Paul Krugman, Lord Mandelson, Valery Giscard d’Estaing, Alix Partners Annual Meeting, Powerscourt Estate, Ireland, September 2012.

“The Future of Financial Services”

Presentation and facilitation of discussion at the World Economic Forum’s European Summit, Istanbul, June 2012 (with C. Collins, Assistant Secretary to the US Treasury)

Facilitator in the European Summit’s public program sessions on “The Future of Currencies” (focusing on the prospects for the Euro), and on Entrepreneurship & Innovation.

“How do we get Greece out of the Crisis? From Fire-fighting Symptoms to Addressing Causes”

Hellenic Senior Executive Association Keynote Panel presentation, Lagonissi, May 2012

“Crisis: Redesigning the Administration to Reform Greece”

RedesignGreece Conference Presentation (organizer), Athens, Greece, January 2012.

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 (incl Hector Sants) 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 (incl Andrew Bailey & IBC’s Martin Wolf) 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 (incl Hector Sants) 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
-
- 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, Nobels 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 <i>Ingram Partnership / LBS</i> Inaugural Leadership Event, London, January 2006.
2005	“Creating Value Through Restructuring The Organization” Keynote presentation, <i>Zurich Financial Services</i>, Norton Manor, December 2005. “Disrupting Tradition: New Business Models, New Value Propositions” Keynote Address, 5th Annual General Managers / HR – Conference, PwC, Zappeion, Athens, April 2005. “Strategic Innovations: Reconsidering how to Add Value through Business Models that Work” Interactive Session, 5th Annual General Managers / HR Conference, PwC, Athens, April 2005. “How Outsourcing Might Reshape Insurance” Keynote Address, PwC Thought Leadership Event, <i>London Underwriting Center</i>, January 2005.
	“From Outsourcing to Strategic Value Chain Re-configuration: Reviving Businesses in Peril” Keynote Address in the <i>PwC Thought Leadership Event</i>, Oxford & Cambridge Club, London, January 2005
2004	“Changing your Industry” Keynote Session in the British Bankers’ Association Inaugural “Future Leaders Forum”, London, October 2004. “Competing in the Shifting Financial Services Landscape” Keynote Address to the Senior Executive Global Annual Meeting, <i>Winterthur / Credit Suisse</i>, Luzern, June 2004.
2002	“Creating and Capturing Value in the New Economy” Keynote Address to the <i>Presidents’ Conference</i> 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

Blogs, OpEds, Media (partially updated to 2015)

[“Greece and Its Misguided Champions”](#), August 2015; [“Greece’s Problem Is More Complicated than Austerity”](#), July 2015; [“Grexit Would Be Even More Dangerous than Economists Realize”](#), June 2015; [“What Greece Has to Do Now: Fix Its Economy”](#), February 2015; [“What Managers Really Need from Academics”](#), November 2014; [“How Europe Is Betraying Its Children”](#), November 2013; [“No One’s Talking About the Key to Greece’s Recovery”](#), October 2013; [“Blackberry Forgot to Manage the Ecosystem”](#), August 2013; [“Greece in the Balance”](#), July 2013; [“Toyota-Nissan Recalls: Noblesse Oblige”](#), April 2013; [“The Job the EU Should Actually Be Doing”](#), February 2013; [“Tesco’s Horseburger Debacle is a Strategic Blessing”](#), February 2013; [“Why Financial Discipline Won’t Fix Europe”](#), July 2012. Featured blogger on the “Finance: The Way Forward” Debate: [“Banks Are Here to Stay \(But They’ll Look Different\)”](#) and [“Financial Innovation: And the Band Plays On”](#), June 2010.

Huffington Post, OpEd contributor. See [“Greece: Caught Between an Economic Rock and a Political Hard Place”](#), September 2015; [“Greek Smoke and Mirrors”](#), [“From Black Swans to Grey Rhinos: Four Ways Academics Can Help Managers”](#), January 2015; [“How Europe Is Betraying Its Children”](#), December 2013; [“Blackberry’s Woes and Lessons for Value Migration”](#), August 2013; [“Greece in the Balance”](#), July 2013; [“Europe: Towards a Governance Union?”](#), [“The Horse-burger Debacle: No Pain, No Gain for Tesco”](#) and [“Making Sense of the Sense-making in Davos”](#), February 2012; [“Why Financial Discipline Won’t Save Europe and How Governance Change Might do the Trick”](#), August 2012; [“A Uniquely Greek Tragedy”](#), May 2012.

I Kathimerini (Η Καθημερινή), Greek Daily Newspaper, Sunday Edition (an International Herald Tribune Affiliate): Regular OpEd contributor. Articles (in Greek) include: [October 6th, 2013](#); [July 28th, 2013](#); [June 30th, 2013](#); [June 2nd, 2013](#); [April 28th, 2013](#); [February 17th](#); [February 10th](#); [December 30th, 2012](#); [November 25th, 2012](#); [October 7th, 2012](#); [September 9th, 2012](#); [July 8th, 2012](#); [June 24th, 2012](#); [June 10th, 2012](#); [May 20th, 2012](#); [January 22nd, 2012](#); [December 31st, 2011](#); [December 4th, 2011](#); [October 29th, 2011](#). (Note: not updated past October 2013)

To Vima (Το Βήμα), Greek Weekly Newspaper, Occasional OpEd contributor. Articles pre-2013 (in Greek): [December 2nd, 2012](#); [May 27th, 2012](#); [October 29th, 2011](#). Contributions in Greek papers including feature articles and interviews in *Naftemporiki*, *Kerdos*, *Euro2day*, or TV and radio stations like *Skai*, *NET*, *Ant1*.

OpEd contributor of translated articles- e.g. *El Pais*, [“Volver a Creer en Europa”](#) (w Martin Bruncko), February 18th, 2013. Also, re-distributed content from blogs through *Business Strategy Review*, *The Ghoshal Blog*, *Forbes.com* (including [To Run A Business Better, Rethink Its Playscript](#)), June 2010 and [“When A New Playscript Transforms A Business”](#) September 2010).

McKinsey & Company, What strategists need: A meeting of the minds, September 1, 2014

Blogs in [www.redesigngreece.gr](#), occasional entries in *Eurointelligence* blog ([Greece: The Way forward](#)); co-editor (with M. Warglien) [“Seeing it: Visualization and perception in strategy”](#)

Media: *National Public Radio* (USA), [“OpEd: Euro Crisis Uniquely Greek”](#), May 14, 2012; Media mentions and interviews and audio / video features for media including *Reuters*, *Bloomberg*, *The Financial Times*, *Guardian*, *The Independent*, *The Times*, *BBC 4*, *BBC World*, *TheStreet.com*, *Le Monde*, *Corriere de la Sera*, *Sole 24 Ore*.

Also, regular appearances on CNN. For a sample of the 2015 clips, see [“Tsipras declares victory in Greek elections”](#), [“What’s ahead for Greece”](#), September 2015; [“Greece PM resigns; calls for snap elections”](#), [“Greece stock market reopens after five weeks”](#), August 2015; [“Agreement reached on Greek bailout plan”](#), [“Greece looks for third international bailout”](#), [“Global markets slide on Greek ‘No’ vote”](#), [“Greece divided on the heels of historic referendum”](#), [“Greeks to vote on bailout terms Sunday”](#), [“Greek PM urging his people to vote ‘no’ on Sunday”](#), [“Greeks to vote on bailout terms on Sunday”](#), [“Fears of ‘Grexit’ contagion”](#), [“Referendum on Greek austerity set”](#), [“How Greece tests the EU”](#), [“Tsipras urges ‘no’ vote on Greek bailout”](#), July 2015; [“Could Greece have a solution soon?”](#), [“Greece rallies aga/inst impending referendum”](#), [“Greek leaders ask for another bailout”](#), [“Is referendum a solution for Greece?”](#), [“EU Scrambles for Solution to Greek Debt Crisis”](#), [“Tensions rise as Greek bailout decision looms”](#), [“Greek debt talks collapse”](#), June 2015; [“Fears of a Greek default grow”](#), [“Fears grow of Greek debt default”](#), May 2015; [“Debt showdown between Greece and its creditors”](#), [“Greek PM vows to keep promises”](#), February 2015; [“Greece wants to renegotiate bailout”](#), [“Greece goes to the polls”](#), January 2015

On other TV appearances, see *BBC World* [16/10/2015](#), *Bloomberg TV* - [Tsipras Has Backed Himself Into Corner](#).

Podcasts, pre-2010: Shape your Sector and Win, *Globe & Mail Canada / NYTimes Syndication*, Chicago (August 2009); Don’t let this crisis go to waste! *London Business School Podcast* (June 2009); Changing industry architecture to survive the economic crisis, *London Business School Podcast* (May 2009); Corporate Restructuring, *Financial Times, FT.com Podcast*

(February 2009); Changing industry architecture, *London Business School Podcast* (February 2009); Competitive Environments and redefining firm and industry boundaries, *London Business School Podcast* (October 2008).

Pre-PhD Work Experience

March– December 1994	Guildhall Limited, London, United Kingdom	Associate and Project Director (part-time involvement) Project Supervisor/Coordinator for Greece of Guildhall Ltd. Strategy study on Private Banking and Banking Services in Greece.
July 1993– September 1994	TITAN Cement Company S.A., Athens, Greece	Coordinator of Strategic and Economic Research Responsible for forecasting Cement demand in Greece, and for the identification of final consumers of cement to assist the firms' strategic planning
January–April 1992	Ernst & Young - France (HSD Castel Jacquet), Paris, France	Analyst (Trainee) Participated in the Auditing Department's three-month traineeship on Auditing & Finance
October– December 1991	Sanofi Pharma, Dept of Financial & Economic Studies, Paris, France	Strategic Analyst (Trainee) Did a 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"
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

Strategy Advisor of ELLET, Hellenic Society for Environment & Culture, Athens

Member of Reform Club; 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 (Harvard U, 1997)

Leisure

Sailing (licensed skipper, some racing); scuba diving (AOWD); skiing; travel

Music; theatre; opera; visual arts