

## **Klas Eric Söderquist**

Associate Professor

Department of Management Science and Technology, Athens University of Economics and Business

Evelpidon 47A & Lefkados, 11362 Athens, Greece

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### **EDUCATIONAL BACKGROUND**

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- 1998: **Doctorate of Business Administration**, Brunel University, United Kingdom, in collaboration with Grenoble Ecole de Management, France and Henley Management College, UK. Title of Dissertation: “Inside the Tier Model: Product Development Organisation and Strategies in Automotive Expert Supplier Firms”.
- 1987-1992: **Bachelor and Master of Science in Mechanical Engineering with specialization in Industrial Engineering and Management**, Royal Institute of Technology (KTH), Stockholm, Sweden. MSc Graduation Project on Activity Based Costing executed for Sandvik Hard Materials, France.
- 1993: Seminar on Research Methods in Management, Henley Management College, UK.
- 1994: Training Program in Business Consulting, Grenoble Ecole de Management, France.
- 2007: Seminar on ISO 9000 Quality Management System, Athens University of Economics & Business.

### **POSITIONS HELD**

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- 2008-: Associate Professor with Tenure, Dept. of Management Science and Technology, Athens University of Economics and Business (AUEB). Courses taught: Innovation Management and Creativity, Entrepreneurship, Knowledge Management, Production and Operation Management, Total Quality Management (Graduate and Undergraduate Programs).
- 2004-2008: Assistant Professor, Dept. of Management Science and Technology, Athens University of Economics and Business (AUEB). Courses taught: Innovation Management and Creativity, Entrepreneurship, Knowledge Management, Production and Operation Management, Total Quality Management (Graduate and Undergraduate Programs).
- 2000-2004: Visiting Associate Professor, Graduate Program in Decision Sciences, AUEB. Courses taught: Production and Operation Management, Innovation Management and Creativity, and Total Quality Management (Full Time and Executive students).
- 2000-2003: Senior Teaching Fellow, Grenoble Ecole de Management, France. Courses taught: Operation Strategy (MBA and Master in International Business, Electives in the French Program).
- 1996-2000: Associate Professor of Operations and Quality Management, Grenoble Ecole de Management, France. Courses taught: Operations Strategy (MBA), Production and Operations Management, Quality Management and Introduction to Technology Management (undergraduate level).
- 1993 - 1995: Teaching and Research Assistant, Grenoble Ecole de Management, France. Courses taught: Operations and Quality Management (undergraduate level).

## **AWARDS AND RECOGNITIONS**

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- The title "Highly Commended Paper" of the Emerald Literati Network Awards for Excellence 2008 was awarded to the paper Brachos, D., Kostopoulos, K. Soderquist, K.E. & Prastacos, G.P. "Knowledge Effectiveness, Social Context and Innovation" *Journal of Knowledge Management*, 11(5): 31-44, 2007.
- Supervisor of award winning PhD Thesis by Dr Dimitris Brachos. The PhD dissertation entitled "Knowledge Sharing within Organizational Units: The Role of Knowledge Sharing Context, Process and Knowledge Sharing Effectiveness in Unit Performance. An Empirical Study" received the 2008 "Highly Commended Award for Doctoral Research" in the area of Knowledge Management by Emerald and EFMD.
- Award for Excellent Contribution to the MBA International Program, AUEB, 2004-2005.
- Award for High Teaching Performance 2002-2003, Department of Management Science and Technology, AUEB.
- Award for Teaching Excellence 2002, Graduate Program in Decision Sciences, AUEB.
- Award for Teaching Excellence 2000, Graduate Program in Decision Sciences, AUEB.
- Elected Teacher of the Year 1999, Grenoble Ecole de Management, France.
- Supervisor of 1<sup>st</sup> Price Award Winning Field Study Projects 2004, 2009 and 2010, MBA International Program, AUEB.

## **BLIND-REFEREED ACADEMIC PUBLICATIONS**

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1. "Market, Firm, and Project-level Effects on the Innovation Impact of FP RTD Projects", with K. Kostopoulos, G.P. Prastacos, Y. Spanos & N. Vonortas. Forthcoming in *Science and Public Policy*.
2. Manolopoulos, D., Soderquist, K.E. & Pearce, R. (2011), "Coordinating Decentralized Research and Development Laboratories: A Survey Analysis", *Journal of International Management*, 17(2): 114-129.
3. Soderquist, K.E., Papalexandris, A., Ioannou, G. & Prastacos, G.P. (2010), "From task-based to competency-based: A typology and process supporting a critical HRM transition", *Personnel Review*, 39(3): 325-346.
4. Philippidou, S., Karageorgiou, M., Tarantilis, C., Soderquist, K.E. & Prastacos, G.P. (2008) "Meeting the Challenge of Technology-Driven Change within an Institutional Context: The Greek Case", *Public Administration*, 86(2): 429-442.
5. Argyropoulou, M., Ioannou, G., Soderquist, K.E. & Motwani, J. (2008) "Managing ERP System Evaluation and Selection in SMEs", *International Journal of Procurement Management*, 1(4): 430-452.
6. Brachos, D., Kostopoulos, K., Soderquist, K.E. & Prastacos, G.P. (2007) "Knowledge Effectiveness, Social Context and Innovation", *Journal of Knowledge Management*, 11(5): 31-44.
7. Vakola, M., Soderquist, K.E. & Prastacos, G.P. (2007) "Competency Management in Support of Organizational Change", *International Journal of Manpower*, 28(3/4): 260 – 275.
8. Soderquist, K.E. (2006), "Organising Knowledge Management and Dissemination in New Product Development: Lessons from 12 Global Corporations", *Long Range Planning*, 39(5): 497-523.
9. Papalexandris, A., Ioannou, G., Soderquist, K.E. & Prastacos G.P. (2005) "An Integrated Methodology for Putting the Balanced Scorecard into Action", *European Management Journal*, 23(2): 214-227.
10. Brachos, D. Philippidou, S. & Soderquist, K.E. (2005) "The CULTURE Model as a Mediation Framework Between Managerial Cognitions and Actions: How Communities of Practice Can Drive Strategic Change", *International Journal of Information Technology and Management*, 4(3): 217 – 230.

11. Philippidou, S., Soderquist, K.E. & Prastacos, G.P. (2004) "Towards New Public management in Greek Public Organizations: Leadership vs. Management and the Path to Implementation", *Public Organization Review: A Global Journal*, 4(4): 317-337.
12. Godener, A. & Soderquist, K.E. (2004), "Use and Impact of Performance Measurement Results in R&D and New Product Development: An Exploratory Study", *R&D Management*, 34(2): 191-219.
13. Soderquist, K.E. & Godener, A. (2004) "Performance Measurement in R&D and New Product Development: Setting the Scene", *International Journal of Business Performance Management*, 6(2): 107 – 132.
14. Chanaron, J.-J., Jolly, D. & Soderquist, K. (2002), "Technological Management: A Tentative Research Agenda", *International Journal of Technology Management*, 23(6): 618-629.
15. Prastacos, G.P., Soderquist, K., Spanos, Y. & van Wassenhove, L. (2002), "An Integrated Framework for Managing Change in the New Competitive Landscape", *European Management Journal*, 20(1): 55-71, 2002.
16. Soderquist, K., Chanaron, J.-J. & Birchall, D. (2001), "Automotive components suppliers facing the learning challenge", *International Journal of Automotive Technology and Management*, 1(2-3): 252-268, 2001.
17. Nellore, R., Soderquist, K. & Chanaron, J.-J. (2001), "Lean supply and price-based global sourcing - the interconnection", *Journal of Purchasing and Supply Management*, 7(2): 101-110.
18. Nellore, R. & Soderquist, K. "Strategic Outsourcing through Specifications", *Omega - The International Journal of Management Science*, 28(5): 525-540.
19. Soderquist, K. & Nellore, R. (2000), "Information Systems in Fast Cycle Development: Identifying User Needs in Integrated Automotive Component Development", *R&D Management*, 30(3): 199-211.
20. Nellore, R. & Soderquist, K. (2000), "Portfolio Approaches to Procurement: Analysing the Missing Link to Specifications", *Long Range Planning*, 33(2): 245-267.
21. Soderquist, K. & Motwani, J. (1999), "Quality Issues in Lean Production Implementation", *Total Quality Management*, 10(8): 1107-1122.
22. Motwani, J., Dandridge, T., Jiang, J. & Soderquist, K. (1999), "Managing Innovation in French Small and Medium-Sized Enterprises", *Journal of Small Business Management*, 37(2): 106-114.
23. Nellore, R., Soderquist, K. & Eriksson K-Å. (1999), "A Specification Model for Product Development", *European Management Journal*, 17(1): 50-63.
24. Nellore, R., Soderquist, K. Siddall, G. & Motwani, J. (1999), "Specifications, Do We Really Understand What They Mean?", *Business Horizons*, Nov-Dec: 63-69.
25. Nellore, R., Soderquist, K. & Karlsson, C. (1998), "Black-Box Engineering: Redefining the Role of Product Specifications", *Journal of Product Innovation Management*, 15(6): 534-549.
26. Soderquist, K. & Motwani, J. (1997), "Managing Innovation in French Small and Medium-Sized Companies: An Empirical Study", *Benchmarking for Quality Management and Technology*, 4(4): 259-272.
27. Birchall, D., Chanaron, J.-J. & Soderquist, K. (1996), "Managing Innovation in SMEs: A Comparison of Three Regions in France, Great Britain and Portugal", *International Journal of Technology Management*, 12(3): 291-305.
28. Soderquist, K. (1996), "Car Component Suppliers Face New Design Demands", *Logistics Technology International*, 56-59.

## BOOKS AND BOOK CHAPTERS

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29. Prastacos, G.P., Wang, F. & Soderquist, K.E. (eds.) (2013), *Leadership through the Classics: Learning Management and Leadership from Ancient East and West Philosophy*, 596 pp., Heidelberg: Springer.
30. Soderquist K.E. & Kostopoulos, K. (2012) "Factors Affecting Performance of New Product Development Teams: Some European Evidence", in Assimakopoulos, D.G., Carayannis, E.G. & Dossani, R. (eds.), *Knowledge Perspectives of New Product Development*, pp. 29-48, New York: Springer.
31. Soderquist K.E. & Katsikis, I. (2012) "Mastiha from the Island of Chios, Greece: A Case of Sustainable and Distributed Entrepreneurship" in Halkias, D. & Thurman, P.W. (eds.) *Entrepreneurship and Sustainability: Business Solutions for Poverty Alleviation from Around the World*, pp. 147-154, Surrey: Gower Publishers.
32. Soderquist K.E. (2009), "Expert Voice: Open Innovation", in Bruce, A. & Birchall, D. (eds.), *Innovation - Fast Track To Success*, pp. 76-78, London: Financial Times & Prentice Hall.
33. Kyrgidou, L. & Soderquist, K.E. (2007), "Sustainable Entrepreneurial Advantage: Conceptualizing the Process of Strategic Entrepreneurship", in Zghal, R. (ed.), *L'Entrepreneuriat: Théories, Acteurs, Pratiques*, Ed. Sanabilmed, Tunisia, pp. 41-70.
34. Vakola, M., Prastacos, G.P. & Soderquist, K.E. (2005), "OTEnet - The Role of Leadership in the Implementation of Radical Change" (in Greek), in Vakola, M. *Managing Change – Practical Applications*, Athens: I. Sideris Eds., Greek Business Case Studies, pp. 41-60.
35. Nellore, R., Soderquist, K., Siddall, G. & Motwani, J. (2001), "Specifications, Do We Really Understand What They Mean?", in Cortada, J.W. & Woods, J.A. (eds.), *The Quality Yearbook*, 2001 Edition, McGraw-Hill, pp. 451-462. Previously published 1999 in *Business Horizons*.
36. *BPI - Best Practices in Industrial Innovation Management*, Booklet written for the European Union, DG III, in collaboration with the TIME Centre of the Grenoble Ecole de Management, 2001.
37. "Frankrike vaknar upp – Knowledge Management fyller viktigt behov", in Widlöf, E; (Ed.), *Knowledge Management: Kunskapsarkivering eller kunskapsaktivering* (in Swedish), Swedish Office of Science and Technology Yearbook, 1999, pp. 48-59.

## CONFERENCES AND PUBLICATIONS IN PROCEEDINGS

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38. "Open Innovation: activating the Entrepreneurial Mindset", with V. Mantas, *5th European Conference on Innovation and Entrepreneurship*, National and Kapodistrian University of Athens, 16-17/09/2010.
39. "The Role of Skills in the Development of a Sector: The Evolution of Education and of Computer Services Sector in Greece", with Y. Katsikis, *DIME Annual International Workshop*, SPRU, University of Sussex, UK, 11-12/09/2009.
40. Katsikis I. and Soderquist K.E., (2008), The Co-evolution of the Sector and the Region: Computer Services in Attica, Greece, *DIME Conference on Network dynamics and the performance of local innovation systems*, Karlsruhe, Germany, 22-24 May, 2008.
41. "Can Knowledge Transfer Be Effective in Organizational Units? Organizational Context and Innovation", with D. Brachos and G.P. Prastacos, *2006 Academy of Management Meeting*, 11-16 July 2006, Atlanta, USA.
42. "Implementing a Competency Framework in the Maritime Sector", with A. Papalexandris, G. Ioannou and L. Kyrgidou, *2006 Academy of Management Meeting*, 11-16 July 2006, Atlanta, USA.
43. "Innovation Hot Spots: The Case of the Computer Services Sector in the Region of Attica, Greece" with I. Katsikis & G.P. Prastacos, *46th Congress of the European Regional Science Association (ERSA)*, 30 Aug. – 3 Sept., 2006, Volos, Greece.

44. "What do Competencies Look Like? Developing and Applying a Typology of Job-Related Competencies", with G. Ioannou, L. Kyrgidou and A. Papalexandris, *Managing Global Trends and Challenges in a Turbulent Economy – An International Conference*, The University of the Aegean, Hios, Greece, October 13-15, 2005.
45. "A Structured Methodology For ERP System Evaluation And Selection" with M. Argyropoulou, G. Ioannou & G.P. Prastacos, Proceedings of the *Networking and Electronic Commerce Research Conference* (NAEC 2005) Lake Garda, Italy, October 6-9, pp. 31-52, 2005.
46. "Towards a Holistic Theoretical Framework for the Unfolding of Planned Change" with S. Philippidou and G.P. Prastacos, *Academy of Management 2005 Annual Meeting*, Honolulu, Hawaii, 5-10 August, 2005.
47. "Olympic Games 2004: When the Old Values Met the New", with A. Papalexandris, G.P. Prastacos, M. Vakola, G. Vozikis, *11<sup>th</sup> Meeting of the Eastern Academy of Management*, Cape Town, South Africa, 26-30 June, 2005.
48. "COMP<sup>ETE</sup>: The Development of an Integrated, Forward-Looking Approach to Competency Management for the Banking Sector", with M. Vakola, N. Papalexandris and G. Prastacos, CRANET International conference: *Human Resource Management in a Knowledge Based Economy*, Ljubljana, 2-4 June, 2004.
49. "From Managerial Cognitions to Managerial Actions: A "Community of Practice" Approach", with S. Philippidou and D. Brachos, Proceedings of the *Fourth European Academy of Management Conference* (EURAM), St. Andrews, 5-8 May 2004.
50. "Knowledge Sharing Networks' (KSNs) Critical Success Factors: A Comprehensive Study of Knowledge Work", with D Brachos and G.P. Prastacos, Presented at the *4th European Conference on Knowledge Management*, Oxford University, 18-19 September 2003.
51. "The Transformation of Public Management and the Effects on Leadership vs. Management: A Greek Example", Presented at the *American Society for Public Administration (ASPA) Conference "The Power of Public Service"*, Washington DC, 15-18 March 2003.
52. "Understanding Organizational Capabilities: An Architectural Perspective", with G.P. Prastacos and I. Spanos, *22nd Annual International Conference of the Strategic Management Society*, Paris, France, 22-25 September, 2002.
53. "Exploring The Organization – Environment Link: Change as Coevolution", with G.P. Prastacos and S. Philippidou, *Second European Academy of Management Conference*, Stockholm School of Entrepreneurship, Sweden, 9-11 May, 2002.
54. "Knowledge Transfer in NPD Projects: Lessons from 12 Global Corporations", with G.P. Prastacos, CD-ROM proceedings, *Third European Conference on Organizational Knowledge, Learning and Capabilities OKLC*, Greece, 5-6 April, 2002.
55. "What is the Actual Use of Performance Measurement in R&D and New Product Development?", with Godener, A., Proceedings of *The 8th International Product Development Conference*, Twente University, Enschede, Netherlands, 11-12 June, pp. 333-347, 2001.
56. "Technological Management: A Tentative Research Agenda", with D. Jolly (Grenoble Ecole de Management) and J.J. Chanaron, *CD-rom proceedings, Founding Conference of the European Academy of Management*, IESE Business School, University of Navarra, Spain, 19-21 April, 2001.
57. "Systems Suppliers: Myths and Realities", with R. Nellore and C. Karlsson, *IEEE EMS International Engineering Management Conference*, Puerto-Rico, 3-5 May, pp. 1-35, 1999.
58. "Visions: Do we Really Understand their Effects and Consequences?", with Karlsson, C. and Nellore, R., *Second EUROMA Conference on Supply Management*, Dublin, June 15-17, pp. 249-245, 1998.
59. "The Intellectual Work of Product Development", with Nellore, R. and Motwani, J., *Eighth International Forum on Technology Management*, November 2-6, 1998.

60. "Learning Situations in Product Development Work: Understanding the Basic Mechanisms for Building Core Capabilities", Proceedings of *The 4th International Product Development Conference*, Stockholm School of Economics, 26-27 may 1997, pp. 747-766.
61. "Car Component Design: New Demands Facing Medium Sized Expert Suppliers", Proceedings of *The 3rd International Product Development Conference*, INSEAD, 15-16 April 1996, pp. 651-664.
62. "Research Partnership Between Business and Business Schools in France: From Traditional to Innovative Practices", with Jean-Jacques Chanaron, *First EDAMBA Euroconference*, Rotterdam, April 28-29, 1994, pp. 1-11.

#### **PUBLICATIONS IN MEDIA**

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63. "Publicly Funded R&D Projects and Innovation Impact", with G. Prastacos, *To Vima (Vima ton Ideon)* 01/01/2010 (in Greek).
64. "Universities Open to the World: With the Contribution from Visiting Faculty", *Kathimerini*, 09/03/2008 (in Greek).
65. "Competition through Innovation: What is Open Innovation?" *Kerdos* 16/04/2008 (in Greek).
66. "The Environmental Dimension of Entrepreneurship", with I. Katsikis and L. Kyrgidou, *Kerdos* 04/06/2008 (in Greek).
67. "A Strategic Forward Looking Approach to Competency Modelling", with Gregory P. Prastacos and Maria Vakola, *Business Leadership Review*, April, 2005.
68. "Frankrike tar steget in i en ny ekonomi" (France enters the New Economy, *in Swedish*), *Fokus på Arbetet*, Swedish Council for Workplace Research, no. 4, 2000, p. 22.
69. "Stress på jobbet även i Frankrike" (Work Place Stress Also in France, *in Swedish*), *Du & Jobbet*, no. 8, 1999, p. 66.

#### **ACADEMIC CITATIONS**

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More than 240 citations in peer reviewed academic journals (no self-citations counted). Details are available upon request. Over 600 citations on Google Scholar.

#### **ADMINISTRATIVE RESPONSIBILITIES**

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- 2012-13 Director of the Management Science Laboratory (MSL), AUEB, a leading ISO 9001 certified laboratory in Greece and internationally ([www.msl.aueb.gr](http://www.msl.aueb.gr)). Since its foundation in 2000 MSL has attracted important public and private funding and supported over 30 doctoral candidates and graduated PhDs. Organized in four research units, InnKnow, OPeR, FRC and ORDeS, the researchers associated to the lab have made important contributions in the areas of Innovation and Knowledge Management, R&D Policy, Operations Management, ERP Systems and Process Management, Financial Engineering, Risk Management, Environmental Finance, Operations Modelling, Vehicle Routing, and Logistics and Transportation Optimization.
- 2002- Head of the Innovation and Knowledge Management Center of MSL, AUEB. Organization, supervision and execution of funded research projects. Animation of a group of researchers and supervision of PhD candidates.
- 2007- Head of Academic Affairs of the MBA International Program, AUEB ([www.imba.aueb.gr](http://www.imba.aueb.gr)). Responsible for curriculum development, quality and certification (AMBA certified since 2004), program structure and planning, and student affairs. With a Full Time and Executive track and an intake of approximately 100 student per year, the MBA International is the no 1 MBA Program in Greece, with excellent placement results both in Greece and internationally.

- 2008- Faculty Relay for Corporate Social Responsibility at the MBA International Program, AUEB. This involves relaying with the United Nations Global Compact and editing the yearly Communication on Progress Report on CSR required by the Global Compact.
- 2005- Member of the ERASMUS Committee Dept. of Management Science and Technology, AUEB.
- 2004- Advisor in the DBA Program, Grenoble Ecole de Management. Advisor to doctoral students. Seminars on Research Philosophy and Qualitative Research Methodology.
- 2002- Responsible for the Entrepreneurship specialisation of the MBA International, AUEB. Responsible for curriculum development, faculty recruitment and specific activities related to the specialisation such as seminars and development of pedagogical resources.
- 2002- Member of the Program Steering Committee, MBA International AUEB.
- 2000- Responsible of the Field Study Program of the MBA International, AUEB (over 250 projects realized since 2000). Responsible for corporate contacts, project definitions execution. Supervisor of Field Study Projects in my areas of expertise.
- 1998-2000: Member of the Research Evaluation Committee at the Grenoble Ecole de Management. Evaluation of faculty research output, allocation of time and cost budget for research projects.
- 1996-2000: Responsible for the course programs in Operation Management and Quality Management at the Grenoble Ecole de Management. Development of course programs, recruitment of lecturers and coordination of the course offerings in executive programs, graduate and undergraduate studies.
- 1996-1998: Member of the Steering Committee for ISO 9001 certification at the GEM.

#### **FUNDED PROJECTS AND STUDIES**

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- 2012-: "Strategic Decision-Making, Innovation and Learning", AUEB, DMST Research Fund. Development of an observatory of innovative companies in Greece during the crisis. Development of cases and pedagogical material. Budget: 40.000 Euros
- 2011: "Green Profession", a study of green professions, current state, future developments and higher educational needs. Hellenic Ministry of Education.
- 2010-: "RTD Sectors - R&D Investments and Structural Changes in Sectors – Quantitative and Qualitative Analysis; Policy Recommendations", European Union Project DG Research. Partners: Intrasoft International, TNO, Joanneum Research, Rand, Technalia. I am responsible for the qualitative expert-interview based part of the project aiming at describing strategic technology trends in the evolution of industrial sectors. Total budget: 1.2 million Euros.
- 2009-2012: "SERMANTEQ" –Strategic Development of Curricula and E-Learning in Technology Management, European Union Project TeMPUS Programme. Partners: PSUT Jordan, AHU Jordan, ENSIAS Morocco, LCU Lebanon, HEC Management School Belgium, and Birzeit University Palestine. Internal Evaluator of the project deliverables on mission of the Grenoble Ecole de Management, France. Total budget: 1.1 million Euros.
- 2006-2008: "Analyzing and Evaluating the Impact on Innovation of Publicly-Funded R&D Programs", European Union Program - FP6 ENTR/04/96. Partners: Intrasoft International SA, Luxemburg, ZEW, Germany, Joanneum Research, Austria, BETA, France, WISEGUYS, U.K., MERIT, Netherlands. In view of the preparation of the 7th Framework Programme for competitiveness and innovation, the project developed a methodology for the firm-level evaluation of Research and Technology Development Projects. Responsible for developing the qualitative research and analyzing the characteristics, management and outcomes of RTD projects in 70 case studies conducted throughout Europe. Total budget: 2.15 million Euros.

- 2007-2009: "MATRI – Methodology for the Anticipation of Industrial Transformation", European Union Project DG Employment, Social Affairs and Equal Opportunities. Partners: Grenoble Ecole de Management, INP Grenoble, STMicroelectronics, Cap Gemini, Politecnico Di Torino, Fondazione ISTUD, Fraunhofer Institute, Henley Management College, AEPI, CEC, CFE-CGC. Internal Evaluator of the project deliverables on mission of the Grenoble Ecole de Management, France. The project analyzed technology development trajectories in the semiconductor and nanotechnology sectors. Total budget: 1.2 million Euros.
- 2006-2007: "IST Evaluation and Monitoring" (Scientific Responsible for AUEB), European Union Project - FP 6. Partners: Joanneum Research, Austria, PREST, UK, IDTAE, France ZEW, Germany, and Advansis, Finland. The project developed a methodology leading to a simple, coherent and effective evaluation strategy of IST R&D proposals in view of reformulating evaluation procedures and criteria for FP7. The evaluation methodology comprised priority setting and impact appraisal *ex ante*, monitoring of progress during project execution, and evaluation of results *ex post*. Involvement in all the stages of the project. Total budget: 195.000 Euros.
- 2004-2006: "Development of Innovative HRM Approaches in the Maritime Sector" (Research Fellow), sponsored by the General Secretariat of Research and Technology, in partnership with Avin Oil Trader SA. This project designed an innovative skills- and competency management system applied in the shipping operations of Avin Oil Trader, and at developed suggestions concerning the way such a system will be strategically utilized as a knowledge and career management tool. Total budget: 804.400 Euros.
- 2004-2006: "Change Management and Entrepreneurial Change" (Research Fellow), funded by the General Secretariat of Research and Technology. Project aiming at identifying new organizational forms that enable new and young ventures to formulate strategies for successful development in rapidly changing and discontinuous business contexts. Total budget: 630.000 Euros.
- 2004-2006: "RESPOT – Research Potential in the Black Sea Countries"(Research Fellow), European Union Project. Partners: Joanneum Research Austria, the Turkish Academy of Science, the National Academy of Ukraine, and ICBSS - the International Center of Black Sea Studies. I provided expertise in this project aiming at mapping the strategic research potential and R&D system in 12 countries, for the most effective exploitation of research results through collaboration among the countries in the region and with the EU. Total budget: 480.000 Euros.
- 2002-2005: "MEDFORIST – Euro-Mediterranean Network for Developing Learning Resources" (Research Fellow), European Union Project (EUMEDIS, second strand). Partners: Grenoble Ecole de Management, Helsinki University of Technology, Sheffield Business School, AUEB – Management Sciences Laboratory, and 12 Universities and Higher Educational Institutions in Mediterranean countries. Expert evaluator of project deliverables concerning the transfer of teaching material about Information and Communication Technologies to the Mediterranean countries (outside the EU and new member states). 624 contributions evaluated in 52 deliverables. Total budget: 2.9 million Euros.
- 1998-1999: European Union Expert in the TACIS Program: Support to Higher Education in Economics to Moldavia. Presentation of state-of-the-art training contents, material and methods in the subject of Production and Operations Management. Comparison to Moldavian practice, needs analysis, proposition of pedagogical approaches and subject bibliography.
- 1998: Expert in United Nations Seminars about strategic business alliances to policy-makers and executives in the United Arab Emirates and Qatar.
- 1997-1998: "Best Practices of Industrial Innovation", (Research Fellow) European Union Project, CEC DG III. Development of training material including an 80 page booklet on strategic innovation management in SMEs. Seminars based on the material were conducted in France, Germany, Italy, Spain and Sweden.



1994-1995: European Foundation for the Improvement of Living and Working Conditions, Dublin, Ireland (Research Fellow). Development and evaluation of IT supported training material about team dynamics and best teamwork practices for improved innovation and quality performance. Project conducted in collaboration with Henley Management College, UK.

## **RESEARCH AND SCIENTIFIC ACTIVITIES**

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2011: Program Chair, International Conference "Leadership & Management in a Changing World: Lessons from Ancient East and West Philosophy", AUEB and The University of International Economics & Business, Beijing, China.

2009: Track Chair (Track "Information Systems, Local Knowledge and Innovation") in the MCIS Conference organized by the Dept. of Management Science and Technology of AUEB and the London School of Economics (September 25-27).

2009: Scientific Coordinator of the Executive Seminar "Sustaining and Developing Business in Southeast Europe" co-organized with the Wharton School, Univ. of Pennsylvania (June 25-26).

2006: *Rapporteur* for Innovation Issues in the Workshop "Governance in Science and Technology" organized by the International Centre for Black Sea Studies (ICBSS) and the Organization of the Black Sea Economic Cooperation (BSEC), Athens 7-8/12.

2006: Session Chair at the conference "Entrepreneurship, Knowledge, Learning and the Evolution of Industrial and Territorial Clusters and Regions", Dynamics of Institutions and Markets in Europe - DIME 2007, National Technical University of Athens 30/11 – 01/12.

2004-: Member of the Editorial Board *International Journal of Knowledge and Learning*, *International Journal of Strategic Change*, and *Revue Management Technologique*.

2002-: As head of the Innovation and Knowledge Management Center, definition, development and supervision of research projects, supervision of five doctoral students. Editor of the Periodical newsletter "InnKnow FORUM".

2001-2004: Editor *Les Cahiers du Management Technologique*, edited by the Grenoble Ecole de Management.

2000-: Research Fellow at the Management Sciences Laboratory, AUEB. Responsible for Research Projects in the areas of Knowledge Management, Innovation Management and Change Management.

1998-: Supervisor of Doctorate of Business Administration Research, appointment by the Committee for Quality and Standards in Teaching and Learning of Brunel University.

### Refereeing

- *IEEE Transactions on Engineering Management, Long Range Planning, R&D Management, Technovation, Information & Management, Asia Pacific Management Review, Knowledge and Process Management Journal, International Journal of Entrepreneurship and Innovation Management, International Journal of Automotive Technology and Management, Gestion 2000, Scandinavian Journal of Management, Journal of Management History.*
- The Academy of Management Annual Meetings 2006, 2007, 2008, 2010.
- The IAMOT conferences (International Association for the Management of Technology).

### Member of Scientific Organizations

- Academy of Management, Organizational Development and Change Division.
- PDMA, The Product Development and Management Association.

- GERPISA, Permanent Group for the Study of the Automobile Industry and its Employees, University of Evry-Val d'Essonne - CNRS, France.

## **SUPERVISION AND EXAMINATION OF DOCTORAL STUDENTS**

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### Supervision of Defended Dissertations

- Katerina Fameli: "Change in Healthcare Administration", AUEB, 2012.
- Mazen Khattab: "Exploring Knowledge Creation in Management Consulting Practices for Corporate Strategy", Grenoble Ecole de Management (GEM), 2012.
- Mohammad Baydoun: "Risk Management During Preconstruction Phases of Large Scale Development Projects in Developing Countries: Cases from MDI's Projects", GEM, 2012.
- Dimitrios Brachos: "Determinants of Knowledge Sharing Effectiveness and its Links to Firm Performance", AUEB, 2006.
- Sofia Philippidou: "Towards a Holistic Theoretical Framework for the Unfolding of Planned Change", AUEB, 2006.
- Gary Cross: "Investigation into aspects of technical and social change, due to new working methods, that impact on workflow within manufacturing operation environments", Henley-Brunel, 2002.

### Ongoing Supervision

- Adel Kamali (UAE): "Knowledge Sharing in UAE Enterprises", GEM, 2012-
- Jihad Ayish (Lebanon and UAE): "Productivity in Large Construction Projects", GEM, 2011-
- Vassilis Mantas: "Open Innovation", AUEB, 2009-.
- Kristallia Syrigou: "Service Quality Management", AUEB, 2009-.
- Ioannis Katsikis: "Regional Innovation Dynamics from a Coevolutionary Perspective", AUEB, 2004-2014 (anticipated).

### Member of Scientific Advisory Group (AUEB)

- Korina Diamanti: Benchmarking for Service Innovation 2005-2008.
- Cleopatra Deliou: Service Quality Management 2008-2012 (anticipated).

### Examiner of Defended Doctoral Dissertations:

- AUEB. Thesis subjects: "Services Operations Management" (2005), "Exploring the Strategic Determinants of Financial Performance in the Banking Sector" (2007), "Entrepreneurship" (2009), "Network Ties, Knowledge and Best Practice Transfer in Benchmarking" (2009), "A Meta-Analysis of the Resource-Based View" (2011).
- Grenoble Ecole de Management. Thesis subjects: "Definition and Analysis for High Productivity and Performance of Cross-Functional Teams in a Technical Development Environment" (2007), "Intellectual Capital Disclosure Practices of U.S. High Technology Companies and Their Relationship to Performance, Value and Size Metrics" (2007), "Culturally Grounded Knowledge Management" (2009).
- University of Piraeus. Quality Management (2011).

## **CONSULTING EXPERIENCE**

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- 2003-2005: Commercial Bank of Greece (Groupe Credit Agricole). Expert advisor in two strategic development projects for the Bank: "Development of a Knowledge Sharing Network" and "Competency-Based Performance Management – Balanced Scorecard", contributing to the improvement of branch network efficiency and the strategic alignment of the Bank's operations..
- 2002-2004: Commercial Bank of Greece (Groupe Credit Agricole). Expert advisor in a strategic HR Development project "Competence Management in the Banking Sector" which developed a full-blown competency based evaluation and career promotion system for the branch network.
- 1998-2000: Swedish Office of Science and Technology, Swedish Embassy, Paris, France.
- Project Manager for international benchmarking projects in the fields of Product Development Management, Knowledge Management and Sustainable Development.
  - Responsible for Technological and Economic Scanning in the fields of Industrial Management, Work Organisation and Environment, Manufacturing Technology, and Materials Technology.
  - Co-author of several expert reports for the Swedish Ministry of Industry in the areas of Knowledge Management, Competence Development, Work Organization, and Labour Policy.
- 1996: Raymond SARL (Group of 1200 employees, Automotive Fastening Systems). Assessment of the product development process in close collaboration with the CEO.
- 1995: Dauphinoise Thomson (100 employees, Automotive Temperature Regulation Systems, belonging to Group Adwest). Assessment of the product development process.
- 1995: Conseil Général de Rhône-Alpes (Regional Development Office, Rhône-Alpes, France). Project "SARA", analysis of the automotive component industry in the Rhône-Alpes region. Member of research team analysing the development of more than 800 SME suppliers in the region and propositions of development strategies.
- 1993: Eurotungsten Metal Powders (SME 120 employees). Development of an activity based costing system in close collaboration with the CEO.

## **SUPERVISION OF FIELD CONSULTING PROJECTS (MBA INTERNATIONAL – A SELECTION)**

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- Enel Green Energy, Development of a Project Management Template, 2010.
- Procter & Gamble, Analysis and recommendations for new sales force management and evaluation model, 2009.
- Halyps Cement – Group Italcement, Business Plan for expanded production line, 2008.
- Public Power Corporation, Feasibility study for improvement of Performance Management Systems, 2006.
- Interamerican, Feasibility study for Balanced Scorecard implementation, 2006.
- Vodafone, Knowledge Management support processes and systems for engineering staff, 2005.
- Citibank, Feasibility study for debit cards, 2004.
- DEPA, Feasibility study and economic model for natural gas pipeline extension, 2004.
- Ministry of Labour and Social Affairs, Proposal for the operational improvement of the Greek Implementation Authority of European Social Fund, 2003.
- Deloitte & Touche, Recognition of supply chain management opportunities in the Greek market, 2002.
- Toyota, Development of a quality system for collecting and analysing Monthly Service Indicators (MSI) from the sales network, 2002.

- Deloitte & Touche, Knowledge Management implementation to support Greek companies, 2001.
- Philips Medical Systems, Strategic plan for new commercial infrastructure, 2001.
- Deloitte & Touche, Developing an integrated Balanced Scorecard solution for the banking sector, 2000.
- IBM, Market analysis for e-learning service offerings, 2000.
- Siemens, Developing a Balanced Scorecard for a software development operation, 2000.

## **TRAINING AND ACADEMIC SUPERVISION**

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### Executive Seminars

- 2009: Total Quality Management (30 hours) for the Center of Professional Training and Development, Greek Ministry of Employment.
- 2011: Innovation and Creativity, Analysis Project Supervision (12 hours) for Managers at Systems Sunlight S.A. ([www.systems-sunlight.com](http://www.systems-sunlight.com)).

### Supervision of Undergraduate and Graduate Student Projects and Theses

- Supervisor of Masters and Bachelor Dissertations (Grenoble Ecole de Management).
- Supervisor of training internships at the Undergraduate level, Dept. of Management Science and Technology, AUEB.
- Supervisor of Masters Theses Executive MBA, AUEB.

### Case Studies Developed

- *La Gestion par Activités*, implementation of Activity Based Costing.
- *Silicon*, optimisation of cost, quality, and lead-time in the production of integrated circuits.
- *Automates SA*, inventory management and production scheduling in an MRP environment.
- *FAGE SA*, Quality Management and Crisis Management.

### Business Games

#### At the Grenoble Ecole de Management

- "Marketing Game": IT supported team simulation of marketing mix and marketing program strategies; "PigmaLyon": IT supported team simulation of financial planning and budgeting; "InnTech": IT supported team simulation of innovation strategy, product development market introduction of new products; "Réactic": Supply chain and inventory management simulation.

#### At Athens University of Economics and Business

- "The Beer Game": Supply chain and inventory management simulation game; "The Egg Game". Creativity and team work.

## LANGUAGES

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- Swedish: Mother tongue.
- English: Fluent. Doctoral research conducted in English and doctoral dissertation from Brunel University, UK.
- French: Fluent. Eight years working experience, *Certificat Supérieure de Langue Française*, Université Paris IV Sorbonne.
- Greek: Fluent. Working in Greece since 2000. D-level Certificate (highest level) of Greek Language (*Δ επίπεδο ελληνομάθειας*).
- German: Good working knowledge, *Sprachdiplom Stufe 4* (level 4 of 5) University of Vienna, Austria.