

## **Klas Eric Soderquist**

Professor

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

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### **PERSONAL INFORMATION**

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- Born 1966 in Botkyrka, Stockholm, Sweden, Swedish Citizen
- Swedish Military Service Completed 1986-87
- Married, one child, born 1997.

### **EDUCATIONAL BACKGROUND**

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- 1998: **Doctorate of Business Administration**, Brunel University, United Kingdom, in collaboration with Grenoble Ecole de Management (GEM), 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 Project on Activity Based Costing executed for Sandvik Hard Materials, France.

### **POSITIONS HELD**

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- 2020-: Professor, Dept. of Management Science and Technology, Athens University of Economics and Business (AUEB). Courses taught: Innovation Management and Creativity, Knowledge Management, Product Design & Development, Production & Operation Management, Quality Management (Graduate and Undergraduate Programs).
- 2008-20: Associate Professor with Tenure, Dept. of Management Science and Technology, Athens University of Economics and Business (AUEB). Courses taught: Innovation Management and Creativity, Entrepreneurship & Business Planning, Knowledge Management, Product Design & Development, Business Ethics, Production & Operation Management, Quality Management (Graduate and Undergraduate Programs).
- 2012-13: Sabbatical Year from AUEB spent at the Higher Colleges of Technology, Dubai, UAE. Courses taught: Operations Management, Industry Project, Project Management, Performance Management, Introduction to HRM. Seminars for faculty on Qualitative Research Methodology.
- 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, 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 Quality Management (Full Time and Executive students).
- 2000-2003: Senior Teaching Fellow, Grenoble Ecole de Management (GEM), France. Courses taught: Operation Strategy (MBA and Master in International Business, French Grande Ecole Program).

1996-2000: Assistant Professor of Operations and Quality Management, Grenoble Ecole de Management (GEM), France. Courses taught: Operations Strategy (MBA), Production and Operations Management, Quality Management and Introduction to Technology Management (French Grande Ecole Program).

1993 - 1995: Teaching and Research Assistant, GEM, France. Courses taught: Operations and Quality Management (undergraduate level).

#### **AWARDS AND RECOGNITIONS**

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- Award for High Teaching Performance 2003-2004, 2014-2015, 2015-16, 2016-17, Department of Management Science and Technology, AUEB.
- Award for Teaching Excellence 2013-14, MBA International, AUEB.
- AMBA 2013 Innovation Award, to the MBA International Program of AUEB. As Head of Academics, I am part of the team of faculty and alumni introducing the "E-Skills" curriculum for which the program was awarded.
- 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 received for the contribution to the first AMBA Accreditation of the program.
- Award for Teaching Excellence 2000 and 2002, 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. Argyropoulou, M., Soderquist, K. E., & Ioannou, G. (2019), "Getting Out of the European Paradox Trap: Making European Research Agile and Challenge Driven", *European Management Journal*, 37 (1): 1-5.
2. Tirabeni, L., & Soderquist, K.E. (2019), "Connecting the Dots. Framing Employee-Driven Innovation in Open Innovation Contexts", *International Journal of Innovation and Technology Management*, 17 (1), 27 pages.
3. Podmetina, D., Soderquist, K. E., Petraite, M., & Teplov, R. (2018), "Developing a competency model for open innovation: From the individual to the organisational level", *Management Decision*, 56(6): 1306-1335.
4. Tirabeni, L., Soderquist, K.E., Pisano, P. (2016), "Driving Innovation by Enhancing Employee Roles: The Balancing Act of Employee-Driven Innovation", *International Journal of Social, Behavioral, Educational, Economic, Business and Industrial Engineering*, 10(1): 143 – 151.
5. Kostopoulos, K.C., Spanos, Y. Soderquist, K.E., Prastacos, G.P. & Vonortas, N.S. (2015) "Market, Firm, and Project-level Effects on the Innovation Impact of FP RTD Projects", *Journal of the Knowledge Economy* (Springer). On-line: <http://link.springer.com/article/10.1007/s13132-015-0342-8>.

6. 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.
7. 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.
8. 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: An International Quarterly*, 86(2): 429-442.
9. 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.
10. 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.
11. 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.
12. 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.
13. 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.
14. 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.
15. 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.
16. 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.
17. 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.
18. Chanaron, J-J., Jolly, D. & Soderquist, K. (2002), "Technological Management: A Tentative Research Agenda", *International Journal of Technology Management*, 23(6): 618-629.
19. 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.
20. 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.
21. 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.
22. Nellore, R. & Soderquist, K. (2000), "Strategic Outsourcing through Specifications", *Omega - The International Journal of Management Science*, 28(5): 525-540.
23. 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.
24. Nellore, R. & Soderquist, K. (2000), "Portfolio Approaches to Procurement: Analysing the Missing Link to Specifications", *Long Range Planning*, 33(2): 245-267.

- 25.Soderquist, K. & Motwani, J. (1999), "Quality Issues in Lean Production Implementation", *Total Quality Management*, 10(8): 1107-1122.
- 26.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.
- 27.Nellore, R., Soderquist, K. & Eriksson K-Å. (1999), "A Specification Model for Product Development", *European Management Journal*, 17(1): 50-63.
- 28.Nellore, R., Soderquist, K. Siddall, G. & Motwani, J. (1999), "Specifications, Do We Really Understand What They Mean?", *Business Horizons*, Nov-Dec: 63-69.
- 29.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.
- 30.Soderquist, K. Chanaron, J.J & 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.
- 31.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.
- 32.Soderquist, K. (1996), "Car Component Suppliers Face New Design Demands", *Logistics Technology International*, 56-59.
- 33.Soderquist, K. (1996), "Reflective Production: An Alternative Production Model?", *Les Cahiers du Management Technologique*, 6(3): 49-61.

#### **BOOKS AND BOOK CHAPTERS**

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- 34.Podmetina, D., Soderquist, K.E., Dąbrowska, J., Hafkesbrink, J. & Lopez Vega, H. (2016), "Industrial Needs for Open Innovation Education", in Mention, A-L., Nagel, A.P., Hafkesbrink, J. & Dabrowska, J. (eds.), *Innovation Education Reloaded: Nurturing Skills for the Future*, OI-Net, ERASMUS LLP, LUT Scientific and Expertise Publications, Lappeenranta, Finland, pp. 44-62.
- 35.Soderquist, K.E., Zgodavova, K. & Tsanos, C. (2016), "Open Innovation In Supply Chains - Open Supply Chains", in Mention, A-L., Nagel, A.P., Hafkesbrink, J. & Dabrowska, J. (eds.), *Innovation Education Reloaded: Nurturing Skills for the Future*, OI-Net, ERASMUS LLP, LUT Scientific and Expertise Publications, Lappeenranta, Finland, pp. 343-373.
- 36.Soderquist, K.E. (2016), "Academic Institutions in Support of Sustainability", *Global Sustain Yearbook - Sustainable Consumption and Production: Towards a Circular Economy*, pp. 78-79.
- 37.Prastacos, G.P., Wang, F. & Soderquist, K.E. (eds.) (2013), *Leadership through the Classics: Learning Management and Leadership from Ancient East and West Philosophy*, 569 pp., Heidelberg: Springer.
- 38.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.
- 39.Katsikis, I. & Soderquist. K.E. (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.
- 40.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.
- 41.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.

42. 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*.
43. Soderquist, K.E. (2001), *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.
44. Soderquist, K.E. (1999), "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, pp. 48-59.

#### CONFERENCES AND PUBLICATIONS IN PROCEEDINGS

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45. Gkotsi-Koroni, N & Soderquist, K.E. (2018), "Creating Innovation Momentum through Compensatory Institutions in a Deep Crisis Context", *ISPIM Innovation Conference – Innovation, The Name of The Game*, 15-17/06/2018, Stockholm, Sweden. Peer Reviewed.
46. Gkotsi-Koroni, N & Soderquist, K.E. (2017), "A Systematic Approach to Studying Support Initiatives for Innovation and Entrepreneurship in a Crisis Economy", *15th Globelics International Conference*, 11-13/10/2017, Athens, Greece. Peer Reviewed.
47. Soderquist, K.E., Tirabeni, L. & Pisano, P. (2016), "Employee Engagement Practices in Support of Open Innovation", *3<sup>rd</sup> Annual World Open Innovation Conference*, 15-16/12/2016, ESADE, Barcelona, Spain. Peer Reviewed.
48. Petraite, M., Podmetina, D. & Soderquist, K.E. (2016), "Designing and Developing Organizational Competence Portfolio for Open Innovation", *EURAM Conference 2016*, 1-4/06/2016, Paris, France. Peer Reviewed.
49. Tirabeni, L., Pisano, P. & Soderquist, K.E., (2015), "Transitioning towards Employee-Driven Innovation: Lessons from Pioneers in the ICT Sector", *Proceedings of the 10th European Conference on Innovation and Entrepreneurship - ECIE*, 17-18/09/2015, pp. 707-715, University of Genoa, Italy. Peer Reviewed.
50. Mantas, V. & Soderquist, K.E. (2010), "Open Innovation: activating the Entrepreneurial Mindset", *5th European Conference on Innovation and Entrepreneurship - ECIE*, National and Kapodistrian University of Athens, 16-17/09/2010. Peer Reviewed.
51. Brachos, D., Soderquist, K.E. & Prastacos G. (2006), "Can Knowledge Transfer Be Effective in Organizational Units? Organizational Context and Innovation", *Academy of Management Meeting*, 11-16 July, Atlanta, USA. Peer Reviewed.
52. Papalexandris, A., Kyrgidou, L., Soderquist, K.E., Ioannou, G. & Prastacis, G. (2006), "Implementing a Competency Framework in the Maritime Sector", *Academy of Management Meeting*, 11-16 July, Atlanta, USA. Peer Reviewed.
53. Katsikis I, Soderquist, K.E. & Prastacos, G. (2006), "Innovation Hot Spots: The Case of the Computer Services Sector in the Region of Attica, Greece", *46th Congress of the European Regional Science Association (ERSA)*, 30 Aug. – 3 Sept., Volos, Greece.
54. Argyropoulou, M., Ioannou, G., Soderquist, K.E. & Prastacos, G.P. (2005), "A Structured Methodology For ERP System Evaluation And Selection", *Proceedings of the Networking and Electronic Commerce Research Conference (NAEC 2005)* Lake Garda, Italy, October 6-9, pp. 31-52.
55. Philippidou, S., Soderquist, K.E. & Prastacos, G. (2005), "Towards a Holistic Theoretical Framework for the Unfolding of Planned Change", *Academy of Management Annual Meeting*, Honolulu, Hawaii, 5-10 August, 2005. Peer Reviewed.
56. Vakola, M., Soderquist, K.E., Papalexandri, N., Prastacos, G. & Petrakoglou, D. (2004), "COMP<sup>ETE</sup>: The Development of an Integrated, Forward-Looking Approach to Competency Management for the Banking Sector", *CRANET International conference: Human Resource Management in a Knowledge Based Economy*, Ljubljana, 2-4 June.

57. Philippidou, S., Brachos, D. & Soderquist, K.E. (2004), "From Managerial Cognitions to Managerial Actions: A "Community of Practice" Approach", Proceedings of the *Fourth European Academy of Management Conference (EURAM)*, St. Andrews, 5-8 May. Peer Reviewed.
58. Brachos, D., Soderquist, K.E. & Prastacos, G. (2003), "Knowledge Sharing Networks' (KSNs) Critical Success Factors: A Comprehensive Study of Knowledge Work", Presented at the *4th European Conference on Knowledge Management*, Oxford University, 18-19 September. Peer Reviewed.
59. Philippidou, S. & Soderquist, K.E. (2003), "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. Peer Reviewed.
60. Spanos, Y., Soderquist, K.E. & Prastacos, G. (2002), "Understanding Organizational Capabilities: An Architectural Perspective", *22nd Annual International Conference of the Strategic Management Society*, Paris, France, 22-25 September. Peer Reviewed.
61. Philippidou, S., Soderquist, K.E. & Prastacos, G. (2002), "Exploring The Organization – Environment Link: Change as Coevolution", *Second European Academy of Management Conference*, Stockholm School of Entrepreneurship, Sweden, 9-11 May. Peer Reviewed.
62. Soderquist, K.E. & Prastacos, G. (2002), "Knowledge Transfer in NPD Projects: Lessons from 12 Global Corporations", CD-ROM proceedings, *Third European Conference on Organizational Knowledge, Learning and Capabilities OKLC*, Greece, 5-6 April. Peer Reviewed.
63. Godener, A. & Soderquist, K.E. (2001), "What is the Actual Use of Performance Measurement in R&D and New Product Development?", Proceedings of *The 8th International Product Development Conference*, Twente University, Enschede, Netherlands, 11-12 June, pp. 333-347. Peer Reviewed.
64. Chanaron, J.J., Jolly, D. & Soderquist, K. E. (2001), "Technological Management: A Tentative Research Agenda", *CD-rom proceedings, Founding Conference of the European Academy of Management*, IESE Business School, University of Navarra, Spain, 19-21 April. Peer Reviewed.
65. Karlsson, C., Nellore R. & Soderquist, K.E., (1999), "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. Peer Reviewed.
66. Karlsson, C., Nellore R. & Soderquist, K.E., (1998), "Visions: Do we Really Understand their Effects and Consequences?", *Second EUROMA Conference on Supply Management*, Dublin, June 15-17, pp. 249-245. Peer Reviewed.
67. Nellore R., Motwani, J. & Soderquist, K.E. (1998), "The Intellectual Work of Product Development", *Eighth International Forum on Technology Management*, November 2-6.
68. Soderquist, K.E. (1997), "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, pp. 747-766. Peer Reviewed.
69. Soderquist, K.E. (1996), "Car Component Design: New Demands Facing Medium Sized Expert Suppliers", Proceedings of *The 3rd International Product Development Conference*, INSEAD, 15-16 April, pp. 651-664. Peer Reviewed.

#### **PUBLICATIONS IN MEDIA**

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70. "Publicly Funded R&D Projects and Innovation Impact", with G. Prastacos, *To Vima (Vima ton Ideon)* 01/01/2010 (in Greek).
71. "Universities Open to the World: With the Contribution from Visiting Faculty", *Kathimerini*, 09/03/2008 (in Greek).
72. "Competition through Innovation: What is Open Innovation?" *Kerdos* 16/04/2008 (in Greek).
73. "The Environmental Dimension of Entrepreneurship", with I. Katsikis and L. Kyrgidou, *Kerdos* 04/06/2008 (in Greek).

74. "A Strategic Forward Looking Approach to Competency Modelling", with Gregory P. Prastacos and Maria Vakola, *Business Leadership Review*, April, 2005.
75. "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.
76. "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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Over 410 citations in Web of Science. Over 720 citations in Scopus. Over 1.480 citations in Research Gate. Over 2.510 citations in Google Scholar.

#### **ADMINISTRATIVE RESPONSIBILITIES**

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- 2017- Director of the MBA International Program of AUEB. With a yearly intake of around 100 students, split in the full time and part time cohorts, this fully English-speaking MBA is accredited by AMBA, the Association of MBAs, since 2005.
- 2015 Accreditation Manager for the AMBA accreditation of the Executive MBA Program of AUEB.
- 2014 Accreditation Manager for the AMBA re-accreditation of the MBA International Program, AUEB. Supervision of the accreditation process, data analysis and communication with the accreditation body. Re-accreditation was successfully obtained in November 2014.
- 2011-12 Director of the Management Science Laboratory (MSL), AUEB, a leading ISO 9001 certified laboratory in Greece and internationally. 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 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. Responsible for curriculum development, quality and certification, program structure and planning, and student affairs.
- 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. Academic supervision of outgoing students on selection of universities and study programs.
- 2004- Advisor in the DBA Program, Grenoble Ecole de Management. Advisor to doctoral students. Seminars on Research Philosophy and Qualitative Research Methodology.
- 2002- Head of the Entrepreneurship and Innovation Major 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. Teaching and coaching of students receiving the MSD (Merck Sharp & Dohme) Scholarship of the Major.
- 2002- Member of the Program Steering Committee, MBA International AUEB.

- 2000- Responsible of the Field Study Program of the MBA International, AUEB (over 270 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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- 2015- 17: "SoFE - Social & Sustainable Fashion Entrepreneurs", Development and implementation of an experimental pedagogical plan for the training of future fashion entrepreneurs and professionals, targeting mostly young unemployed prospective fashion entrepreneurs as well as early stage existing fashion entrepreneurs. IKY and Erasmus+ Project. Partners include Brunel University, UK, Wageningen University, Netherlands and Spoleczna Akademia Nauk, Poland. Total Budget: 298.000 Euros. Application as AUEB Research Center.
- 2014-16: "OI-Net - The Open Innovation Network", Development of training material and pedagogical approaches in Open Innovation, European Union Project Lifelong Learning Programme. 52 European Partners. Main Applicant: Lappeenranta University of Technology, Finland. Total Budget: 865.000 Euros. Application as AUEB Research Center.
- 2011: "Green Profession", a study of green professions, current state, future developments and higher educational needs. Hellenic Ministry of Education. Budget: 4.000 Euros. Application as AUEB Research Center.
- 2010-13: "RTD Sectors - R&D Investments and Structural Changes in Sectors – Quantitative and Qualitative Analysis; Policy Recommendations", European Union Project DG Research. Partners: Intrasoft International (Main Applicant), TNO, Joanneum Research, Rand, Technalia. I was responsible for the qualitative expert-interview part of the project aiming at describing strategic technology trends in the evolution of industrial sectors. Total budget: 1.2 million Euros. Application as Individual Expert.
- 2009-12: "SERMANTEQ" – Strategic Development of Curricula and E-Learning in Technology Management, European Union Project TEMPUS Programme. Partners: Grenoble Ecole de Management (Main Applicant), 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. Application as Individual Expert.
- 2007-09: "MATRI – Methodology for the Anticipation of Industrial Transformation", European Union Project, DG Employment, Social Affairs and Equal Opportunities. Partners: Grenoble Ecole de Management (Main Applicant), 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. Application as Individual Expert.
- 2006-08: "INNOVATION IMPACT - Analyzing and Evaluating the Impact on Innovation of Publicly-Funded R&D Programs", European Union Program - FP6 ENTR/04/96. Partners: Intrasoft International SA (Main Applicant), Luxembourg, 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. Application as AUEB Research Center.
- 2006-07: "IST Evaluation and Monitoring", European Union Project - FP 6. Partners: Joanneum Research (Main Applicant), 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 re-formulating 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. Application as AUEB Research Center.
- 2004-06: "Development of Innovative HRM Approaches in the Maritime Sector", 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. Application as AUEB Research Center (Main Applicant).
- 2004-06: "Change Management and Entrepreneurial Change", 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. Application as AUEB Research Center (Main Applicant).
- 2004-06: "RESPOT – Research Potential in the Black Sea Countries, 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 (Main Applicant). 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. Application as AUEB Research Center.
- 2002-05: "MEDFORIST – Euro-Mediterranean Network for Developing Learning Resources" (Research Fellow), European Union Project (EUMEDIS, second strand). Partners: Grenoble Ecole de Management (Main Applicant), 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. Application as AUEB Research Center.
- 1998-99: 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. Application as Individual Expert in a project managed by Grenoble Ecole de Management.
- 1998: Expert in United Nations Seminars about strategic business alliances to policy-makers and executives in the United Arab Emirates and Qatar. Application as Individual Expert.
- 1997-98: "Best Practices of Industrial Innovation", 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. Application as Groupe ESC Grenoble Centre Time.

1994-95: European Foundation for the Improvement of Living and Working Conditions, Dublin, Ireland. 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. Application as Individual Expert in a project managed by Henley Management College.

## **RESEARCH AND SCIENTIFIC ACTIVITIES**

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2016: Session Chair: Open Innovation and Human Resources, *3<sup>rd</sup> Annual World Open Innovation Conference*, 15-16 December, ESADE, Barcelona, Spain.

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, Technological Forecasting & Social Change.*
- The Academy of Management Annual Meetings 2006, 2007, 2008, 2010, 2014, 2016, 2018.
- The IAMOT conferences (International Association for the Management of Technology).

### Member of Scientific Organizations

- Academy of Management, Technology & Innovation Management Division, Organizational Development & 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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### Principal Supervision of Defended Dissertations

- Niki Gkotsi Koroni: "An Investigation into Conditions and Support for Innovation and Entrepreneurship in a Deep Crisis Context", AUEB, 2019.
- Adel Kamali (UAE): "Knowledge Sharing in UAE Enterprises", GEM, 2019.
- Jihad Aysh (Lebanon and UAE): "Productivity in Large Construction Projects", GEM, 2016.
- Nicolai Hansen (Denmark): "Leveraging Firm Output From Joint University-Firm Research Collaborations in the Danish Food Sector", GEM, 2014.
- Katerina Fameli: "Change in Public Health-Care Organizations: An Empirical Examination Into the Factors that Govern the Way that Change Unfolds", AUEB, 2012.
- Mazen Khattab (Lebanon): "Exploring Knowledge Creation in Management Consulting Practices for Corporate Strategy", Grenoble Ecole de Management, GEM, 2012.
- Mohammad Baydoun (Lebanon): "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 Doctoral Supervision (Principal Supervisor)

- Dimitris Makris: "The Praxis of Innovation – Individual Behaviour and Organizational Context", AUEB, 2015-
- Christos Fragos: "Process Innovation in Helthcare", AUEB, 2015-

### Member of PhD Scientific Advisory Group

- Michalis Papazoglou: "A Longitudinal Study of the Factors that Affect Firms' Ability to Shape Technological Evolution and to Exert a Broad Influence on Technological Change", 2010-2015,
- Cleopatra Deliou: "Stakeholder Perception of Quality in Higher Education and its Links with Societal Culture", 2008-2012.
- Corina Diamanti: "Benchmarking, Network ties, knowledge and best practice transfer in traditional and virtual benchmarking", 2005-2008.
- Alexandros Papalexandris: "Exploring the Strategic Determinants of Financial Performance: The Case of the Greek Banking Sector", 2001-2005.

### 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), "Factors Influencing the Success of Strategic Change" (2013), "Business Unit Slack Resources and Performance", "Coupling Compliance with Values: an Integrative Approach to Effective Corporate Governance" (2014), "The Interaction Between Identity & Reputation and its Effect On Trust" (2015).
- 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), "Communication in Project Management" (2012), "Financial Characteristics and Outsourcing" (2013), Managing change successfully under environmental turbulence: A case study approach of organizational change in small family businesses (2015), Compulsive & Addictive Influence on Environmental Behaviors in Automobile Selection (2015).
- 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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- Apivita Natural Cosmetics, Internationalization of Apivita's Brand in Four New Markets (including Sweden), 2015.
- 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, Balanced Scorecard solutions 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**

- 2015: Social Entrepreneurship, operations and innovation aspects, for Social Entrepreneurs developing new ventures, Centre for Continuous Education and Lifelong Learning, AUEB.
- 2011: Innovation and Creativity; lecturing and supervision of in-company projects (12 hours) for Managers at Systems Sunlight S.A. ([www.systems-sunlight.com](http://www.systems-sunlight.com)).
- 2009: Total Quality Management (30 hours) for the Center of Professional Training and Development, Greek Ministry of Employment.

### **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.

### **CONTRIBUTIONS TO SOCIETY**

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- Training Seminars in Process, Operations and Product management to social entrepreneurs in the Social Entrepreneurship Qualification Program offered by AUEB, 2015- .
- Training Seminars in Innovation and Product Design for Start-ups, The Egg and ACEin Incubators, Athens, Greece, 2014- .
- Training seminars in Entrepreneurship for unemployed science graduates, Technical Chamber of Greece (TEE), 2014.
- Academic Advisory Member of the Forum "Green and Innovative Entrepreneurship", Athens Chamber of Tradesmen (EEA) 2013-.
- Volunteer evaluator of business plans in business plan competitions (National Bank of Greece, and AUEB's e-nnovate competition), 2010, 2011, 2014- .
- Coordinator of the CSR program of AUEB, 2008-2012. Awarded for "Best CSR Practice in Higher Education" by the Annual Hellenic CEO and CSR Conference, June 2010.
- Training seminars in Quality Management for unemployed, AUEB Program 2009.

### **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.