

Stylianos (Stelios) Kavadias // Στυλιανός (Στέλιος) Καβαδιάς

Contact Address

Judge Business School, University of Cambridge
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 URL: www.jbs.cam.ac.uk/faculty/kavadias/ Twitter: @kavadias_s

Employment, Appointments & Education

EMPLOYMENT

Oct 2013-now	University of Cambridge Judge Business School Margaret Thatcher Professor of Enterprise Studies in Innovation and Growth Vice Dean for Faculty (Sep. 2021 – present) Academic Director, Entrepreneurship Centre (Sep. 2015 – present)	Cambridge, UK
Jan 2013-Sep 2013	University of Cambridge Judge Business School Professor of Operations Management	Cambridge, UK
Aug 2011-Dec 2012	Georgia Institute of Technology Ernest Scheller Jr. College of Business Steven A. Denning Professor of Technology & Management Associate Professor, Operations Management	Atlanta, USA
Aug 2008-Aug 2011	Georgia Institute of Technology College of Management Edward J. Brown Jr. Associate Professor, Operations Management	Atlanta, USA
Feb 2002-Aug 2008	Georgia Institute of Technology College of Management Assistant Professor, Operations Management	Atlanta, USA
Sep 2001-Jan 2002	INSEAD Research Associate, Technology Management Group	Fontainebleau, France

OTHER/PAST APPOINTMENTS

2021 – now	Braid Ltd. Non-Executive Board Member	London, UK
2021 – now	Voreas Laboratories Inc. Non-Executive Board Member	Atlanta, GA
2019 – now	AstraZeneca, BioPharmaceutical Unit Visiting Researcher, GPPM BioPharmaceutical Team	Cambridge, UK
2017 – now	JBS Executive Education Limited Non-Executive Director	Cambridge, UK
2010 – now	INSEAD Visiting Professor, SRDM Executive Education Program	Fontainebleau, France
2005 – now	ALBA Graduate School of Business Member, Academic Council Visiting Professor of OM (P-MBA, EMBA)	Athens, Greece
2015 – 2020	S&R Innovation Consulting Ltd. Director	Cambridge, UK
2011	Judge School of Business Visiting Scholar	Cambridge, UK
2008-2010	Darden School of Business Visiting Associate Professor OM Batten Institute Fellow	Charlottesville, USA

EDUCATION

1997-2001	INSEAD Ph.D. in Management <i>Dissertation: Project Portfolio Selection and Resource Allocation in New Product Development</i> (Adv.: Christoph Loch, Ludo van der Heyden, Shantanu Bhattacharya) <i>Area of Specialization: Technology & Operations Management</i> <i>MSc in Management</i>	Fontainebleau, France
1992-1997	National Technical University Athens (NTUA) <i>Diploma in Electrical Engineering and Computer Engineering</i> (MSc Equiv.)	Athens, Greece
1989-1992	1st Lyceum of Lamia Apolytirion (high school graduation diploma)	Lamia, Greece

Academic Research & Impact

RESEARCH INTERESTS

My research interests revolve around several specific topics that can be broadly classified under the theme of strategy operationalization, deployment, and execution through innovative business models and projects. More specifically my research has spanned the following topics:

- Cascading and translation of strategy to functional strategies, objectives and goals;
- Transformative and innovative business models;
- Implementation of strategic objectives through the appropriate resource allocation rules and the definition of the “right” portfolio of new projects and products;
- Effective ideation, search (pivoting) and experimentation processes for innovation within both established companies, and nascent ventures;
- Effective organizational design and the associated incentive schemes for innovation outcomes.

From a methodological standpoint, I have engaged different methodologies ranging from qualitative case research to lab experiments, econometric analysis and mathematical economic modelling to understand these challenges and derive managerially relevant insights.

RESEARCH PUBLICATIONS (PEER REVIEWED)

- [1]. Si H., Kavadias S., and C. Loch (2022) “Managing Innovation Portfolios: From Project Selection to Portfolio Design,” forthcoming *Production and Operations Management*, Special Issue in the honor of Kalyan Singhal founding editor of POM.
- [2]. Ladas K., Kavadias S. and C. Loch (2021) “Product Selling vs. Pay-Per-Use Services: a Strategic Analysis of Competing Business Models,” online article in advance *Management Science*
- [3]. I. Bellos and S. Kavadias (2021) “Service Design for A Holistic Customer Experience: A Process Framework” *Management Science*, 67 (3), 1329-1992.
- [4]. C. Loch, S. Kavadias and B. C. Yang (2021) “Making Strategy Execution Work with Cascading Trees,” *Management & Business Review*, 1 (1), 25-40.
- [5]. S. Kavadias and J. Hutchison-Krupat (2020) “A Framework for Managing Innovation,” *INFORMS TutORials in Operations Research*, 202-228.
- [6]. S. Sommer, E. Bendoly, and S. Kavadias (2020) “How to Search for the Best Alternative? Experimental Evidence of Search Strategies to Solve Complex Problems,” *Management Science*, 66 (3), 1395-1420.
- [7]. N. Oraopoulos and S. Kavadias (2020) “Is Diversity (Un)Biased? Project Selection Decisions in Executive Committees,” *Manufacturing & Service Operations Management*, 22 (5), 906-924
- [8]. S. Kavadias and Ulrich K. T. (2020) “Innovation and New Product Development: Reflections and Insights from the Research Published in the First 20 Years of MSOM,” *Manufacturing & Service Operations Management*, (Anniversary Issue for the 20 years of M&SOM), 22 (1), pp. 84-92.
- [9]. I. Bellos and S. Kavadias (2019) “When Should Customers Control Service Delivery? Implications for Service Design” *Production and Operations Management*, 28 (4), 890-907
- [10]. J. Hutchison-Krupat, and S. Kavadias (2018) “Organizational Enablers for NPD Portfolio Selection,” *IEEE Transactions in Engineering Management*, 65 (1), 59-71
- [11]. M. Herrmann, P. Boehme, T. Mondritzki, J. P. Ehlers, S. Kavadias and H. Truebel (2018) “Digital Transformation and Disruption of the Health Care Sector: Internet-Based Observational Study,” *Journal of Medical Internet Research*, 20 (3), 104-112.

- [12]. V. Agrawal, S. Kavadias and B. Toktay (2016) “The Limits of Planned Obsolescence for Conspicuous Durable Goods,” *Manufacturing & Service Operations Management*, 18 (2), 216-226.
- [13]. G. Ozkan, C. Gaimon, and S. Kavadias (2015) “Knowledge Management Strategies for Product and Process Design Teams,” *Manufacturing & Service Operations Management*, 17 (2), 177-190.
- [14]. J. Hutchison-Krupat and S. Kavadias (2015) “Strategic Resource Allocation Processes: Top-Down, Bottom-Up, and The Value of Strategic Buckets,” *Management Science*, 61 (2), 391-412.
- [15]. S. Kavadias (2014) “10-year Anniversary of the New Product Development, R&D and Project Management Department in Production and Operations Management – Progress, Thoughts and Perspectives,” *Production and Operations Management* 23 (8), 1259-1264.
- [16]. N. Oraopoulos, and S. Kavadias (2014) “The Path Dependent Nature of R&D Search: Implication For (and From) Competition,” *Production and Operations Management*, 23 (8), 1450-1461.
- [17]. R. O. Chao and S. Kavadias (2013) “R&D Intensity and the NPD Portfolio,” *IEEE Transaction on Engineering Management*, 60 (4), 664-675, [lead article](#).
- [18]. S. Erat, S. Kavadias and C. Gaimon (2013) “The Pitfalls of Subsystem Integration: When Less is More” *Management Science*, 59 (3), 659-676.
- [19]. S. Kavadias and S. Sommer (2009) “The Effects of Problem Structure and Team Diversity on Brainstorming Effectiveness” *Management Science*, 55 (12), 1899-1913, [lead article](#).
- [20]. R. O. Chao, S. Kavadias, and C. Gaimon (2009) “Revenue Driven Resource Allocation: Funding Authority, Incentives, and NPD Portfolio Management,” *Management Science*, 55 (9), 1556-1569.
- [21]. P. Lacourbe, C. H. Loch, and S. Kavadias (2009) “Product Positioning in a two-dimensional market space” *Production and Operations Management*, 18 (3), 315-332.
- [22]. R. O. Chao and S. Kavadias (2008) “A Theoretical Framework for Managing the NPD Portfolio: When and How to Use Strategic Buckets”, *Management Science*, 54 (5), 907-921.
- [23]. S. Erat and S. Kavadias (2008) “Sequential Testing of Product Designs: Implications from Learning,” *Management Science*, 54 (5), 956-968.
- [24]. S. Erat and S. Kavadias (2006) “Introduction of New Technologies to Competing Industrial Customers”, *Management Science*, 52 (11), 1675-1688.
- [25]. X. DeGroote, E. Yucesan and S. Kavadias (2005) “The Impact of Product Variety on Logistics Performance” *IIE Transactions*
- [26]. S. Kavadias, and C. H. Loch (2003) “Optimal Project Sequencing with Recourse at a Scarce Resource”, *Production and Operations Management*, Vol. 12 (4), pp. 433-444
- [27]. C. H. Loch and S. Kavadias (2002) “Dynamic Portfolio Selection of NPD Programs using Marginal Returns,” *Management Science*, Vol. 48 (10), pp.1227-1241, [lead article](#).
- [28]. G. N. Mentzas, C. Halaris and S. Kavadias (2001) “Modeling Business Processes with Workflow Systems: An Evaluation of Alternative Approaches”, *International Journal of Information Management*, Vol. 21, pp. 123-135

MANAGERIAL PUBLICATIONS

- [29]. R. Laurence and S. Kavadias (2020) “The Shifting Nexus of Retail Banking,” *Strategy & Business*, August 2020
- [30]. S. Kavadias, K. T. Ladas and C. Loch (2016) “The Transformative Business Model: How to Tell if you Have One” *Harvard Business Review*, 94 (10), pp. 91-98.
- [31]. C. Loch and S. Kavadias (2015) “Innovation Strategy” *European Business Review*, Jan-Feb 2015

BOOKS AND BOOK CONTRIBUTED CHAPTERS

- [32]. C. H. Loch, and S. Kavadias, *Handbook of Research in New Product Development*, Elsevier/Butterworth, Oxford 2008.
- [33]. S. Kavadias and C. H. Loch, *Project Selection Under Uncertainty: Dynamically Allocating Resources to Maximize Value*, Hillier International Series in Operations Research and Management Science, Kluwer Academic Publishers, 2003
- [34]. C. H. Loch, S. Kavadias and S. Sommer (2022) “A Cultural Evolution Theory of Balancing Innovation and Routine Projects,” *forthcoming* chapter in Edgar Elgar Handbook of Innovation and Project Management, edited by A. Davies, S. Lenfle, C. Loch and C. Midler.

- [35]. S. Kavadias and K. T. Ladas (2020) “Rethinking Risk Culture in Organizations: Insights from Innovation,” Chapter 4 in *Beyond Bad Apples: Risk Cultures in Organizations*, edited by M. Tuveson, D. Ralph and K. Alexander, Cambridge University Press.
- [36]. C. H. Loch and S. Kavadias (2011) “Implementing Strategy through Projects” Chapter 9 in *Oxford Handbook in the Management of Projects*, edited by P. Morris, J. Pinto and J. Söderlund, Oxford University Press.
- [37]. S. Kavadias and R. O. Chao (2008) “Resource Allocation and New Product Development Portfolio Management,” Chapter 7 in Loch C. H., and Kavadias S. (eds.) *Handbook of Research in New Product Development Management*, Elsevier/Butterworth, Oxford UK.
- [38]. C. H. Loch, and S. Kavadias (2008) “Managing New Product Development: An Evolutionary Framework”, Chapter 1, in Loch C. H. and Kavadias S. (eds.) *Handbook of Research in New Product Development Management*, Elsevier/Butterworth, Oxford, UK.
- [39]. S. Kavadias, and E. M. Tentzeris (2005) “Technology Investments in Distance Learning: A Microeconomic Model Offers Lessons From the Executive Education efforts in the US,” (in Greek), *Proceedings of the Pan-Hellenic Conference in Continuous Education*.
- [40]. R. O. Chao, and S. Kavadias (2004) “Strategic NPD Portfolio Management in Complex Environments”, in Van Wassenhove L. N. J. et al. (eds.) *Operations Management as a Change Agent*, Vol. 1, pp.701-710, INSEAD Publications.
- [41]. S. Kavadias, and E. M. Tentzeris (2004) “Can the Academic R&D Output Enhance Economic Development?” *Proceedings of the Education and Development Conference*, pp. 123-145.
- [42]. G. N. Mentzas, S. K. Kavadias, and C. Halaris, (1998) “Workflow Modeling in Project Management Processes: Application to the EU Operational Program for the Energy Sector”, in G. Doukidis et al (eds) *Integrating Technology and Human Decisions: Global Bridges into the 21st Century*.

SPONSORED MANAGERIAL REPORTS

- [43]. K. Aghasi, S. Kavadias and J. Prabhu Research Report on “*Developing management systems to boost productivity via online and peer-to-peer learning among SMEs in manufacturing sectors*” BE&IS Department, UK Government grant, October 2021.
- [44]. K. Aghasi, H. Jabado, and S. Kavadias “Pitch X: Scaling Entrepreneurial Effort,” Pitch@Palace Sponsored Research Report, October 2018
- [45]. S. Kavadias, F. Brahm, C. Loch and P. Hiscocks, “Scale-up UK: Growing Businesses, Growing our Economy” Barclays Plc. Sponsored Research Report (jointly with Said Business School), April 2016
- [46]. S. Kavadias and K. Ladas “Six Degrees of Innovation: Predicting Transformative Business Models,” AT&T Sponsored Research Report, July 2015

WORKING PAPERS (Under review / up for submission)

- [47]. T. Pape, S. Kavadias, and S. Sommer (2022) “The Behavioural Knapsack Problem: Evidence of a Fundamental Bias in Project Selection,”: resubmitted to *Management Science*.
- [48]. A. Feylessoufi, S. Kavadias, and D. Ralph (2022) “The Role of Behavioral Microfoundations on the Optimal Organizational Adoption of New Practices,” resubmitted to *Management Science*
- [49]. Boddington M., and Kavadias S. (2022) “How to Pivot or Persevere? Unpacking the Role of Reasoning Models in Entrepreneurial Strategy Formation”: submitted *Administrative Science Quarterly*
- [50]. Ladas K., and S. Kavadias (2022) “The Effect of Learning Strategies on Entrepreneurial Pivots and Success: An Evolutionary Perspective,”: submitted *Management Science*
- [51]. P. Markou, S. Kavadias and N. Oraipoulos (2021) “Rival Signals and Project Selection: Insights from the Drug Development Process,” invited for minor revision at *Management Science*.
- [52]. Aghasi K., and Kavadias S. (2021) “The Effect of Endorsement on Nascent Venture Success: When is the Royal Seal an Asset for Your Start-up,”: invited for resubmission at *Management Science*
- [53]. N. Singh, R. Subramanian, and S. Kavadias (2020) “Sourcing Under Endogenous Product Quality: Implications of Contract Type and Asymmetric Information,” working paper.
- [54]. A. Retterath, and S. Kavadias (2020) “How to Hit Home Runs: Portfolio Strategies and Returns in Formal and Informal Venture Capital,” working paper.
- [55]. J. Hutchison-Krupat, A. Feylessoufi, and S. Kavadias, (2020) “Incentive Design for Cross-Functional Teams,” working paper.

WORKING PAPERS (“dormant”; to be significantly reworked)

- [56]. J. Hutchison- Krupat and S. Kavadias (2016) “Task Interdependence, Uncertainty and Incentive Metrics for Team Projects,” working paper
- [57]. J. J. Kovach and S. Kavadias (2014) “Focused or Flexible Targets? How Organizational Design Influences the Definition of Success for Strategic Initiatives,” working paper
- [58]. N. Oraopoulos, and S. Kavadias (2013) “Is Diversity (Un)Biased? Cross Functional Teams and Project Termination Decisions” Working Paper
- [59]. S. Hasija, S. Bhattacharya, and S. Kavadias (2012) “Optimal Sequential Investments in New Product Development with Exogenous Technologies and Learning” working paper
- [60]. M. Ferguson and S. Kavadias (2006) “Product Quality Choice, Competition, and the Supply Chain Design”: Working Paper.
- [61]. S. Erat and S. Kavadias (2006) “Decision-making Under Ambiguity”: Working paper
- [62]. S. Kavadias, C. H. Loch, and U. A. S. Tapper (2005) “Allocating the R&D Budget at GemStone”, INSEAD Working Paper

RESEARCH IN PROGRESS

- [63]. “Scarcity and Culture Adaptability” (joint work with K. Ladas and J. Hutchison-Krupat): paper in progress
- [64]. “Group selection and Culture: Roger’s Paradox revisited” (joint work with C. Loch and K. Ladas): paper in progress
- [65]. “Scale-Up Growth and Productivity” (joint work with K. Aghasi): paper in progress
- [66]. “The Role of Accelerators in Venture Success” (joint work with K. Ladas): paper in progress
- [67]. “3rd Generation Pharmaceutical R&D,” (joint work with P. Markou and N. Oraopoulos): paper in progress
- [68]. “Designing Portfolio Processes” (joint work with H. Si, and C. Loch): research in progress
- [69]. “Business Angel Investment Strategies” (joint work with K. Aghasi and A. Retterath): research in progress
- [70]. “Equity Conditions and Pivoting Strategies” (joint work with M. Boddington and E. Bendoly): research in progress
- [71]. “Are Personalisation-Focused Business Models More Successful?” (joint work with K. Ladas and J. Hutchison-Krupat): research in progress
- [72]. “Generating and Selecting Ideas in Organizations: reconciling two opposing forces,” (joint work with S. Sommer): research in progress.

HONORS & AWARDS

- 2020 Best Published Paper Award, Technology, Innovation Management & Entrepreneurship Society (TIMES), INFORMS
- 2019 Teaching Award as an Academic Programme Director in Executive Education: Judge Business School
- 2018 Best Working Paper Award Technology, Innovation Management & Entrepreneurship Society (TIMES), INFORMS
- 2014 Meritorious Service Award as an Associate Editor, Management Science
- 2012 Professor of the Year Award from EMBA-MOT Program for Innovation Course
- 2011 Honorable Mention, Advisor for Best Student Paper Competition, Service Science Section, INFORMS
- 2009 Meritorious Service Award as an Associate Editor, Management Science
- 2009 Brady Family Award for Faculty Research Excellence, Georgia Institute of Technology
- 2008-2009 Batten Fellow in Innovation, Darden School of Business, University of Virginia
- First prize for the case “Dragonfly” in the 2003 ECCH (European Case Clearing House) competition
- Cluster Chair *INFORMS National Meeting 2003* (NPD Cluster) Atlanta, GA
- 2nd Prize in “George B. Dantzig” Dissertation Award of INFORMS
- Participant in 2001 INFORMS Doctoral Colloquium
- Ph.D. Fellowship awarded by INSEAD (1997-2001)
- Member of the Student Union Board in the Electrical Engineering Department (1996)
- Distinctions awarded by the Greek Mathematics Society for outstanding performance in the nation-wide “THALES” mathematics examination (1990, 1991)
- Greek Representative of the annual students’ meeting “EUROSCOLA” in the European Parliament (1992)

EDITORIAL POSITIONS & SERVICE

- *Management Science*: Associate Editor (2006-2008: R&D and Product Development department; 2009-present: Entrepreneurship and Innovation department)
- *Manufacturing & Service Operations Management*: Associate Editor (2015-present)
- *Production and Operations Management*: Department Editor (2010-2017: New Product Development, R&D and Project Management Department), Senior Editor (2007-2010: Management of Technology department; 2008-2010 & 2019 – present: New Product Development, R&D and Project Management department)
- *Service Science*: Associate Editor (2019 – present: Service Design & Service Innovation department)
- Ad-hoc reviewer for *Operations Research*, *Management Science*, *Manufacturing & Service Operations Management*, *Production and Operations Management*.

INVITED RESEARCH PRESENTATIONS

- “Product Selling vs. Pay-Per-Use Services: a Strategic Analysis of Competing Business Models,”
 - Frankfurt School of Management and Finance
 - Geis School of Business, University of Illinois at Urbana-Champaign
- “Focused or Flexible Targets? How Organizational Design Influences the Definition of Success For Strategic Initiatives,”
 - London Business School
 - Anderson School of Management, UCLA
- “Resource Allocation Processes for New Product Development: Empowerment, Control or... Both? The Value of Strategic Buckets,”
 - Fisher School of Management, Ohio State University
 - Carlson School of Management, University of Minnesota
 - Technology and Operations Management, INSEAD
 - University College of London
 - European School of Management & Technology (ESMT)
- “Designing Experiential Services,”
 - Judge School of Business, Cambridge University (prior to joining)
 - Haute Ecole Commerciale (HEC)
- “Diverse Preferences as a Source of Systematic Project Evaluation Biases,”
 - College of Management, George Mason University
 - Cox School of Business, Southern Methodist University
- “Organizational Enablers for NPD Portfolio Selection,”
 - Olin School of Business, Washington University at Saint-Louis
 - Judge Business School, Cambridge University (prior to joining)
 - London Business School, 2009, London UK
 - R. H. Smith School of Business, University of Maryland
- “Functional Coordination, Incentives and Decentralized Decision Processes in NPD”
 - ESSEC Business School
- “Defining Products by Sequential Investments in R&D with Learning Across Projects,”
 - Marshall School of Business, University of Southern California
- “The Effects of NPD Team Structure on Project Termination”
 - Kenan-Flagler Business School University of North Carolina at Chapel-Hill
- “Strategic NPD Resource Allocation with an Endogenous Budget”
 - Owen Graduate School of Management, Vanderbilt University
 - London Business School
 - Athens Laboratory of Business Administration (ALBA)
- “Optimal Resource Allocation in an NPD Project Portfolio”
 - Sloan School of Management, MIT
 - Athens University of Economics and Business
- “Portfolio selection for New Product Development,”
 - Leonard N. Stern School of Business, New York University
 - Ross School of Business, University of Michigan
 - Olin School of Business, Washington University at Saint-Louis
 - The Wharton School, University of Pennsylvania
 - Kellogg School of Management, Northwestern University

Ph.D. STUDENT ADVISING AND MENTORING

Judge Business School – University of Cambridge

H. Si: co-advisor with C. Loch (2nd year; Business Doctorate student)

T. Pape: member of dissertation committee (in 4th year)

H. Kajaria-Montag: external examiner (viva) (in 5th year)

S. Winjsma: external examiner (viva) (in job market)

A. Feyllesoufi: co-advisor with D. Ralph, (Research Fellow at UCL School of Management, London)

F. Brahm: member of dissertation committee, (assistant professor at London Business School)

N. Taneri: external examiner (viva), (associate professor at Judge Business School; previously, assistant professor at National University of Singapore and Singapore University of Technology and Design)

Scheller College of Business – Georgia Institute of Technology

S. Erat: Dissertation primary advisor (tenured associate professor at Rady School of Management, UCSD)

R. O. Chao: Dissertation primary advisor (tenured associate professor at Darden School of Business, University of Virginia)

G. Ozkan: member of the dissertation committee (assistant professor at University of Washington; previously, assistant professor at Clemson University;)

N. Oraiopoulos: Dissertation primary advisor with B. Toktay (tenured associate professor at the Judge Business School, Cambridge University, UK)

V. Agrawal: member of dissertation committee (tenured associate professor at McDonough School of Business, Georgetown University)

J. Hutchison-Krupat: Dissertation primary advisor (tenured associate professor Judge Business School, University of Cambridge; previously, tenured associate professor at Darden School of Business, University of Virginia)

I. Bellos: Dissertation primary co-advisor with B. Toktay (tenured associate professor at ISOM group, George Mason University)

Jennifer Bailey: member of dissertation committee (assistant professor at Babson College)

J.J. Kovach: Dissertation primary co-advisor with A. Atasu (assistant professor of Operations Management at Texas Christian University; previously, visiting lecturer at Kenan-Flagler School of Management, University of North Carolina at Chapel-Hill)

N. Singh: member of dissertation committee (assistant professor Nazarbayev University; previously, assistant professor of operations management at Indian School of Business)

Other Schools & Universities

Business students

P. Lacourbe: member of dissertation committee, INSEAD, France (tenured associate professor at Central European University, Hungary; previously assistant professor at ESSEC Business School, France)

Zhijian Cui: member of dissertation committee, INSEAD, France (assistant professor at IE Business School, Spain)

Non-business students

H. Verheij: member of dissertation committee, College of Architecture, Georgia Tech

Y. Choi: member of dissertation committee, College of Architecture, Georgia Tech

D. Young: member of the dissertation committee, College of Engineering, School of Aerospace Engineering, Georgia Tech

S. Briceno: member of the dissertation committee, College of Engineering, School of Aerospace Engineering, Georgia Tech

N. Pratikakis: member of dissertation committee, College of Engineering, School of Chemical & Biomolecular Engineering, Georgia Tech

Li Yang: member of the dissertation committee, College of Engineering, School of Electrical and Computer Engineering, Georgia Tech

Academic Teaching (Degree & Non-Degree) & Impact

TEACHING PHILOSOPHY & APPROACH

Developed full and partial course curricula primarily on the topics of product development, innovation, business model innovation and business growth across the years. All courses embed a philosophy of learning by doing with simulations and class activities that enable participants to experience the challenges of the managerial decisions addressed in the course. A key dimension of this philosophy is the development of new business cases that convey also the complexities and intricacies of actual business settings.

TEACHING – DEGREE PROGRAMMES

University of Cambridge - Judge Business School (2013-now)

Course Title	Programme	Period taught	Short description
Managing Growth / Scaling an Organization	MSt in Entrepreneurship (Elective)	ET 2020 – 2021	Introducing a process for new ventures to scale up their offerings, while addressing the respective challenges
Managing Innovation	EMBA (Core)	MT 2013 – 2021	Overview of key issues and challenges relating to company innovation strategies, and processes
Managing Innovation Strategically	MBA (Elective)	LT 2014 – 2022	Overview of key issues and challenges relating to company innovation strategies, and processes
Managing the Innovation Process	MPhil in TP	LT 2014 – 2015	Basic overview of the key factors that drive or impede innovation in small and large companies
Managing the Innovation Process	MRes/ MPhil SMO	ET 2013, MT 2013	Classic and state of the art research on topics of innovation processes and organizations

Georgia Institute of Technology – Scheller College of Business (2002-2012)

Course Title	Programme	Period taught	Short description
Management of Technology	Ph.D. Research Seminar	Fall 2002, Spring 2005, 2008, 2010	Classic and state of the art research on topics of innovation processes and organizations
Managing Global Product Strategies	Global EMBA (Core)	Fall 2009, 2010, 2011	Overview of key challenges of product development and introduction to global markets
Managing Innovation	EMBA @ MOT (Core)	Fall 2010, 2011	Overview of key challenges and remedies during the innovation process
Collaborative Product Development	MBA (Elective)	Spring 2003 – 2011, Summer 2009, 2010	Basic overview of the key factors that drive or impede product development success
Operations Management	Undergraduate (Core)	Spring 2003	Introduction to basic concepts and tools of operations management
Management of Technology	MBA / Master of Science (Core)	Spring 2004, 2006	Key topics in the management of innovation (Certificate for GT MS students)
Managing Product, Service and Technology Development	Undergraduate (Elective)	Spring 2004 – 2011	Key management challenges and decisions during the process of developing a new product

TEACHING – NON-DEGREE EXECUTIVE COURSES

Developed modules for customer specific programs on the following topics at different schools:

University of Cambridge – Judge Business School (2013 – now)

Academic Programme Director (Design, Delivery & Supervision)

- Advanced Leadership (3-week open programme for very senior executives)
- Barclays Scale Up (3x2-day custom programme for SME leadership teams)

- Strategic Business Growth (previously known as SME Growth Challenge programme; 3x2-day module programme for leadership teams of small and medium size organizations)
- Public Sector Innovation Diploma (6x 4-day module programme for senior government officials in UAE)
- Aspiring Chief Operating Officer (5-day programme developed for senior executives of HSBC Plc.)
- Making Your Organization Innovative (5-day program; 2-day programme versions)
- Entrepreneurship & Innovation (5-day programme developed for Fundação Dom Cabral)
- Business Acumen for Technology Experts (3-day programme for senior leaders of TTP Plc.)
- Level 2 Compliance Officers Academy (2-day programme for Barclays Plc.)

Sessions regularly contributed to custom programmes for clients including: HSBC, Barclays, Tom-Tom, Tencent, NHS, HNA Group, UAE Ministry of Interior, Standard Chartered Bank, Laser UK, The Technology Partnership, MS Amlin, Rogge, Kuwait Foundation of Academy and Science, Actellion Group.

- Transformative Business models
- Strategy Cascading and Execution
- Managing Growth: Paths for your Organization
- Managing the Innovation Process
- Leading the Creative Organization
- Managing Novel Projects
- Project Selection and Portfolio Management
- Developing Innovation in Ecosystems

Open programmes regularly contributing to

- Driving Entrepreneurial Capability: How to Harness Innovation and Agility
- Managing Innovation Strategically
- Leading Strategic Projects Successfully
- Senior Management Programme
- Asian Banking School
- Family Business
- NUS EMBA Residence

Georgia Institute of Technology – Scheller College of Business (2002-2012)

- Creativity and Brainstorming (McKesson)
- Critical Thinking – Project Portfolio Choices and Management (GE Energy, Coca-Cola, NCR, McKesson, The Clorox Company)
- Critical Thinking – Project Management (CCE, NASA, Coca-Cola, NCR, GE Energy, Cooper Industries)
- Innovation Processes (The Coca-Cola Company, The Clorox Company)
- Managing Innovation and New Product Development (2-day open enrollment program; academic co-director)

INSEAD

- R&D Strategy, Leading Creative Organizations, Innovation Processes (part of the 5-day Strategic R&D Management Program);
- Innovation Processes (BayerCrop US)

TEACHING MATERIAL - CASE STUDY DEVELOPMENT

Published Cases (available through the Case Centre – previously ECCH):

Case Title	Publishing institution	Co-authors	Topic - story
Dragonfly: Developing a proposal for an uninhabited aerial vehicle (UAV)*	INSEAD	C. Loch, A. de Meyer	Project management challenges – critical path, uncertainty
GemStone Inc.: Measuring Research Performance	INSEAD	C. Loch	R&D strategy and metrics – cascading R&D strategy
United Beverages: New Product Genius or One-hit Wonder?	Darden School of Business	R. O. Chao	New product portfolio management – balancing resource allocation

Innovation at Microsoft: Clouds in the Horizon	Darden School of Business	R. O. Chao	Innovation strategy and processes – aligning strategy with execution
Barbarians at the Gate: Disruption on Cambank's Payment Business**	Judge Business School	R. Laurence	Transformative business models – disruptive innovation
Global Innovation at LMarks**	Judge Business School	J. Hutchison-Krupat, R. Goldberg	Dimensions of innovation – challenges in innovation, open innovation
The LEGO Group: Purpose and Decision Making (A)**	Judge Business School	C. Loch, K. Ladas	Strategy cascading and implementation – the role of organizational culture
The LEGO Group: Purpose and Decision Making (B)**	Judge Business School	C. Loch, K. Ladas	Strategy cascading and implementation – the effect on growth
Better Origin: Decisions at Crossroads (A)**	Judge Business School		Strategic priority, pivoting decisions
Better Origin: Decisions at Crossroads (B)**	Judge Business School		Strategic priority, pivoting decisions

*: awarded the 2004 ECCH award for the Production and Operations Management category; best selling case for 2007, 2008, 2009, 2018

** : being trialled across programmes in the process of publication

Unpublished Cases (available from me directly):

Case Title	Publishing institution	Co-authors	Topic - story
IASEB: Evaluating New IT Services	Scheller College of Business	P. Paredes	Project Selection Tools – Challenges in Scoring models
Nextel™: The Delta TechOps – 3M Co-Development Project	Scheller College of Business	S. Erat, C. Markou	Product co-development governance and challenges
Auto-diagnosis Inc. (A): Revolutionizing Auto-Repair	Scheller College of Business	A. Tischelaar, N. Oraipoulos	New venture strategy, technology strategy, evaluation and choice
Saturn VTi: the Continuous Variable Transmission Project	Scheller College of Business	B. Jacobs, I. Bellos	Distributed project management – alignment between strategy & execution
Beverage Dispensing for the 21 st Century	Scheller College of Business	J. Hutchison-Krupat	Brainstorming and ideation processes and tools: Design Thinking
Innovation at Cooper Lighting 2.0: Continuous Improvement of the Innovation Process	Scheller College of Business	J. J. Kovach	Challenge in cross functional innovation – collaboration processes and incentives
Eagle Genomics – Quest for Growth	Judge Business School	K. Ladas	Growth paths in high tech companies – business models for biotech
Developing a Strategic Growth Mindset at Taylor Rose	Judge Business School	K. Ladas	Developing a growth strategy – identifying a competitive advantage

INDUSTRY SPEAKING ENGAGEMENTS

- MS Amlin Executive Committee Leadership Event, June 2018
- AstraZeneca GPPS Leadership Event, Cambridge, September 2015
- AT&T Global Services 2015 Customer Engagement Meetings (Heidelberg, London, Toronto, Singapore)
- Boheringer-Ingelheim Discovery Research Leadership Team, Heidelberg, May 2015
- AstraZeneca GPPS Leadership Event, London, February 2015
- Mundipharma AG CMO leadership team, London, June 2014
- ΣΦΕΕ Innovation Project Award Ceremony, Athens, November 2013
- Bayer GDD Leadership Conference, Berlin, November 2013
- Institute of Paper Science and Technology, Executive Conference, Atlanta, March 2011
- Equifax Inc., Global Meeting Product Management Leadership Team, Atlanta, March 2011
- AMCOL International Innovation Council Meeting, Atlanta, February 2011
- Cooper Lighting Product Development Leadership Team, Peachtree City, May 2010
- InterContinental Hotels Group (IHG), Global Tech Jam, Atlanta, November 2010
- Pfizer Inc. Innovation Process Taskforce, New York City, April 2010
- International Association of Business Communicators, IABC, Atlanta, February 2010
- NCR Senior Leadership Team, Atlanta, July 2009

Administrative Service & Personal Details

ADMINISTRATIVE SERVICE

a. Judge Business School (from 01/2013)

2013-2014 : Entrepreneurship Integration Initiative
2013-2017 : Associate Dean for Research
2015 – now : Director of Entrepreneurship Centre
2018-2019 : Subject Group Head, Operations and Technology Management
2017 – now : Senior Academic Promotion Committee
2017 – now : Non-Exec Director, JBS Executive Education Ltd.
2019 : Executive MBA Curriculum Redesign Taskforce
2021 – now : Vice Dean for Faculty

b. Scheller College of Business (until 12/2012)

2002 – 2003: Ph.D. Committee
2004 : Undergraduate Committee
2005 – 2011: Teaching Effectiveness Committee
2008 – 2012: Executive Education Committee
2010 : core contributor for Georgia Tech strategic plan named “Designing the Future”
2010 – 2011: X-College institute level initiative
2011 – 2011: Faculty Director of Denning Technology & Management programme.
2011 – 2012: Executive Degree Programs Curriculum Redesign Taskforce

PROFESSIONAL SERVICE & ROLES

2002 – Present: Member of INFORMS, MSOM and POM (academic societies)
2010: Member of the Product Innovation & Technology Management (PI & TM) Fellow Award Committee
2008-2010: Secretary of the PI & TM College Board, Production and Operations Management (POM) Society
2012-2014: President of the PI & TM College Board, POM Society

PERSONAL DETAILS

- Citizenship status: dual citizen of Greece and of the United States of America; indefinite leave to remain digital status granted in the United Kingdom.
- Family status: married with two children.
- Languages: Greek (native), English (fluent), French (good), German (elementary).
- Personal interests: political science and diplomacy, non-fiction (economics, management, science) and light fiction (crime, historical) literature, football, basketball and music (preference for ethnic and jazz).