

# KYRIAKOS KYRIAKOPOULOS

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## **Office address:**

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## **EDUCATION**

### **Ph.D. degree (Marketing & Strategy)**

Nyenrode University, The Netherlands  
Degree: September 1997 - March 2000  
Subject: The market orientation of co-operative organizations.  
Advisors: Prof. G. Van Dijk, Prof. M.T.G. Meulenberg, Prof. J. Nilsson.

### **Masters (Agricultural Economics & Food Marketing) - *distinction***

Wageningen University, The Netherlands  
Degree: January 1996  
Masters thesis: Consumer Perspectives of Organic Olive Oil.  
Advisors: Drs. P. Oude Ophuis, Prof. G. Van Dijk.

### **Bachelor (Agricultural Economics)**

Athens Agricultural University, Greece.  
Degree: January 1994

## **ACADEMIC EXPERIENCE**

Professor of Strategy and Marketing, 2016 - today  
ALBA Graduate Business School, The American College of Greece, Athens, Greece

Associate Professor of Strategy and Marketing (*with tenure*), 2011 - today  
ALBA Graduate Business School at The American College of Greece, Athens, Greece

Assistant Professor of Strategy and Marketing, 2006 – 2011  
ALBA Graduate Business School, Athens, Greece

Assistant Professor of Marketing, 2001-2005 (with tenure 2004)  
Maastricht University, The Netherlands

Meteor (*Research School*) Fellow 2004-2005.  
Maastricht University, The Netherlands

Visiting Professor, 2005,

ALBA Graduate Business School, Athens, Greece

Visiting Scholar, 1997-1998, University of Wisconsin-Madison, USA

### **HONORS, AWARDS, GRANTS**

- 2023 Best Conference Track Paper Award, 2023 Global Marketing Conference, Track: Entrepreneurial Marketing, 'Team variation and team convergence as drivers of improvisation in new product development,' co-authored with M. van Birgelen at *Global Marketing Conference: Marketing & Management Transformation in the Challenging Digital Environment*, Seoul, South Korea
- 2019 Top 10 Finalist for the 2019 IJRM – EMAC Jan Benedict Steenkamp Award for Long-Term Impact for the article "Tradeoffs in marketing exploitation and exploration strategies: The overlooked role of market orientation," Kyriakos Kyriakopoulos & Christine Moorman, 2004. *International Journal in Research in Marketing*, 21(3), 219–240.
- 2004 MSI, Research Grant (with C. Noordhoff, P. Pauwels, B. Dellaert), 10,000\$, USA
- 2003 University of Maastricht, Research Grant (with Dr. Van Birgelen), 4,000 €
- 2003 University of Maastricht, Acknowledgment of Excellence in Teaching
- 2002 University of Maastricht, Acknowledgment of Excellence in Teaching
- 2002 University of Maastricht, Research Grant, 4,000 €
- 2002 University of Maastricht, Ph.D. Grant on "Supplier learning with customer in joint product development" (with Prof. B. Dellaert, Dr. P. Pauwels), 90,000 €
- 2001 University of Maastricht Teaching Reduction Grant, 10,000 €
- 1997 Ph.D. Scholarship, NICE, Rabobank, Moret Ernst & Young, The Netherlands, 80,000 €
- 1994 Post-graduate Scholarship, IKY (State Fellowship Foundation), Greece, 23,000€

### **ACADEMIC ADMINISTRATION –**

#### **ALBA Graduate Business School at The American College of Greece**

- Associate Dean of Enrolment, 2016 – 2018
- Associate Dean of Academic Programs, 2014 – 2016
- Academic Director, Executive MBA, 2014 - today
- Academic Director, ALBA - Eurobank MBA, 2009 – today
- Academic Director, Executive Development, 2009 - 2010
- Academic Director Professional MBA 2007 - 2009
- Strategy Development, 2006 - 2018

### **COURSES DEVELOPED AND TAUGHT**

#### **Degree programs**

- Business Strategy (MSc/MBA, ALBA)
- Balanced Scorecard (MBA Elective/ EMBA, ALBA)
- Strategic Marketing (Bachelor, U. of Maastricht) – (MSc, MBA, EMBA, ALBA)

- Marketing Management (Bachelor, University of Maastricht) – (MBA, *ALBA*)
- Marketing Interfaces (MSc, University of Maastricht)
- Business Plan (Eurobank MBA, EMBA, *ALBA*)
- Field Consulting Projects (Coordinator, MBA, *ALBA*)
- Cultured Leader – Real-time Strategy and jazz improvisation (EMBA, *ALBA*)

### **Executive Education**

- Strategy: Formulation & Execution (Scandinavian Executive Institute, Joint High Potential Management Program with INSEAD, Denmark)
- Customer Centricity... and all that jazz (*ALBA* ExEd),
- Business Strategy (*ALBA* ExEd)
- Marketing Management (*ALBA* ExEd)

The courses above have been taught at: Wind, Vodafone , Philip Morris-Papastratos, Novo Nordisk (Athens, Dubai), Shell, Ericsson, Athens Airport, ΔEH, EMA, TITAN, Eurobank, Minerva, AIG, NN, Interamerican - Eureco, S&B, QUEST, HEMEXPO

### **RESEARCH INTERESTS**

Core theme: “Market Knowledge Processes in Innovation Activities”

- Improvisation
- Organizational Learning and Market Learning
- B2B Innovation Relationships
- Market Orientation & Marketing Capabilities
- Co-operative Theory and Strategy

### **RESEARCH**

#### **Current research projects or Research under review**

- Kyriakopoulos, K., “Improvisation and Creativity in Product Innovation: the Role of Organizational Culture”. *2<sup>nd</sup> Round at BJM*
- Skordia, M., Epitropaki, O., & Kyriakopoulos, K., “Being a woman and a leader ‘under fire’: Identity dynamics of women CEOs in financially adverse conditions.” *Organization Studies* (2<sup>nd</sup> round)
- Kyriakopoulos, K., Hughes, M. and Hughes, P., “Technological vs. Marketing Breakthroughs and Marketing Capabilities”.
- Noordhoff, C. and K. Kyriakopoulos, “Overcoming core rigidities in B2B Innovation Partnerships”.
- Kyriakopoulos, K., and M. van Birgelen “Does Improvisation Boost New Product Speed? The Contingent Role of Team Expertise”.

#### **Articles in refereed journals**

- Kyriakopoulos, K., Hughes, M. and Hughes, P. (2016), The Role of Marketing Resources in Radical Innovation Activity: Antecedents and Payoffs. *Journal of Product Innovation Management*, 33 (4), 398 - 417.

- Full paper available at:  
<http://authorservices.wiley.com/bauthor/onlineLibraryTPS.asp?DOI=10.1111/jpim.12285&ArticleID=4144089>

- Noordhoff, C., K. Kyriakopoulos, C. Moorman, P. Pauwels, and B. Dellaert (2011) “The Bright Side and Dark Side of Embedded Ties in Business-To-Business Innovation”, *Journal of Marketing*, 75 (5), 34-52.

Full paper available at: <http://repub.eur.nl/res/pub/22813/ERS-2011-008-MKT.pdf>

- Kyriakopoulos, K. (2011) “Improvisation in New Product Development: The Contingent Role of Market Information Sources and Memory Types,” *Organization Studies*, 32 (8), 1051-1078.

Abstract at: <http://oss.sagepub.com/content/32/8/1051.short>

- Kyriakopoulos, K. and C. Moorman (2004), Tradeoffs in Marketing Exploitation and Exploration Strategies: The Overlooked Role of Market Orientation, *International Journal of Research in Marketing*, 21 (3), 219-240.

Full paper available at: <http://faculty.fuqua.duke.edu/~moorman/Publications/IJRM2004.pdf>

- Kyriakopoulos, K. and Ko de Ruyter (2004), Knowledge Stocks and Information Flows in New Product Development, *Journal of Management Studies*, 41 (8), 1469-1498.

Full paper at: [http://sid.decon.unipd.it/materiale9/bel\\_eat\\_lettura\\_4\\_5\\_settimana/kryanopolus-gaetano.pdf](http://sid.decon.unipd.it/materiale9/bel_eat_lettura_4_5_settimana/kryanopolus-gaetano.pdf)

- Kyriakopoulos, K., Meulenbergh, M.T.G., J. Nilsson (2004), The Impact of Cooperative Structure and Firm Culture on Market Orientation and Performance, *Agribusiness: An International Journal*, 20 (4), 379-396.

\*\*Lead article in issue.

Abstract available at: <http://onlinelibrary.wiley.com/doi/10.1002/agr.20021/citedby>

- Kyriakopoulos K., and G. Van Dijk (1998). Post-purchase Intentions for Organic Foodstuff: a Conceptual Framework Based on the Perception of Product Value, *Journal of International Food and Agribusiness Marketing*, Vol. 9, No. 3.

Abstract available at: [http://www.tandfonline.com/doi/abs/10.1300/J047v09n03\\_01](http://www.tandfonline.com/doi/abs/10.1300/J047v09n03_01)

- Kyriakopoulos, K. and P. A. M. Oude Ophuis, (1997), “A Pre-Purchase Model of Consumer Choice for Biological Foodstuff,” *Journal of International Food and Agribusiness Marketing*, Vol. 8, N. 4.

Abstract available at: [http://www.tandfonline.com/doi/abs/10.1300/J047v08n04\\_02](http://www.tandfonline.com/doi/abs/10.1300/J047v08n04_02)

### **Conference Publications and Presentations**

- Kyriakopoulos, Kyriakos and M. van Birgelen (2023), Exploring team drivers of improvisation in new product development, *EMAC Regional Conference*, 27-29 September, Piraeus, Greece.
- Kyriakopoulos, Kyriakos and M. van Birgelen, (2023), Team variation and team convergence as drivers of improvisation in new product development, *Global*

*Marketing Conference: Marketing & Management Transformation in the Challenging Digital Environment*, 20-23 July, Seoul, South Korea, p. 139.

- Skordia, M., Epitropaki, O., & Kyriakopoulos, K. (2021). Being a woman and a leader ‘under fire’: Identity dynamics of women CEOs in financially adverse conditions. *37<sup>th</sup> EGOS Colloquium: Organizing for an Inclusive Society: Meanings, Motivations and Mechanisms*, July 7-9, Amsterdam, The Netherlands.
- Tonikidou, A. A. Souchon, K. Kyriakopoulos, P. Hughes B. Dewsnap, and M. Hughes (2020), Translating new product development-level improvisation-based learning into strategy in SMEs, in *Global Alliance of Marketing & Management Associations’ 2020 Global Marketing Conference (Virtual)*, 5-8 November, Seoul, South Korea.
- Kyriakopoulos, K. M. Hughes, and P. Hugh (2020), Do Relational Capabilities Impede or Promote Technological & Market Breakthroughs? in *American Marketing Association’s Winter Educators’ Conference*, 14– 16 February, San Diego, CA, USA.
- Kyriakopoulos, K. M. Hughes, and P. Hugh (2019), The Role of Relational Capabilities in Technological Product Radicalness, *JPIM Research Forum*, Orlando, FL, US, 1-2 November.
- Kyriakopoulos, K. M. Hughes, and P. Hugh (2019), The Role of Relational Capabilities in Technological Product Radicalness, *48th Annual EMAC Conference*, Hamburg, Germany, 28-31 May.
- Kyriakopoulos, K. (2016), Improvisation, Organizational Culture and New Product Creativity, *American Marketing Association’s Summer Educators’ Conference*, 5 – 7 August, Atlanta, GA, USA.
- Kyriakopoulos, K. and M. van Birgelen (2014), Improvisation for Fast-Paced Product innovation: The Moderating Role of Team Expertise, *EMAC, 43<sup>rd</sup> Annual Conference, “Paradigm Shifts & Interactions”*, Valencia, Spain.
- Kyriakopoulos, K. (2013), “Does improvisation foster creativity in new product development?”, *5<sup>th</sup> International Symposium process organization Studies: The Emergence of Novelty in Organizations*, 20-22 June 2013, Minoa Palace Resort & Spa, Chania, Crete, Greece.
- Kyriakopoulos, K. (2013), “Improvisation and Creativity in Product Innovation,” *Academy of Marketing Science Annual Conference*, May 15-18, Monterey, CA.
- Kyriakos Kyriakopoulos and Marcel van Birgelen (2012) "Does improvisation accelerate new product development? The contingent role of team expertise" in *American Marketing Association’s Winter Educators’ Conference: “Seeing Marketing Through Emerging Theoretical Lenses: A Focus on Marketing’s Organizational and Societal Roles”*, 17 – 19 February, St. Petesburg, FL, USA.
- B. Dellaert, C. Noordhoff, K. Kyriakopoulos, C. Moorman, P. Pauwels (2011), “The Bright Side and Dark Side of Embedded Ties in Business- To-Business Innovation” in *World Conference on Mass Customization, Personalization, and Co-Creation*, Innovation & Research Conference, November 17-19, San Francisco, CA, USA. (presented by B. Dellaert)
- Dellaert, B., Noordhoff, C., K. Kyriakopoulos, C. Moorman, and P. Pauwels (2011), “The Bright Side and Dark Side of Embedded Ties in Business-To-Business Innovation”, *World Conference on Mass Customization, Personalization, and Co-Creation, Bridging Mass Customization & Open Innovation*, November

16-19, 2011, San Francisco, the Haas School of Business, University of California, Berkeley. (presented by B. Dellaert)

- Kyriakopoulos, K., M. Hughes, and P. Hugh (2010), "Marketing Resources in Radical Innovation" in *American Marketing Association's Winter Educators' Conference*, 20 – 22 February, New Orleans, LU, USA.
- Noordhoff, C. K. Kyriakopoulos, B. Dellaert, P. Pauwels, and C.s Moorman (2009), "The Asymmetric Effect of Relational Ties In Business-To-Business Innovation" in *American Marketing Association's Winter Educators' Conference*, 21 – 23 February, Tampa, Florida, USA.
- Kyriakopoulos, K., M. Hughes, and P. Hughes (2008), "The Role of Marketing Resources in Radical Innovation" *SMS 28th Annual International Conference*, Cologne, Germany, 12-15 October.
- Noordhoff, C. and K. Kyriakopoulos (2008), "Building Capabilities through Vertical Relations: The Role of Tie Strength and Firm Memory," *XXIX Marketing Science Conference*, June 12-14, 2008, The University of British Columbia, Vancouver, Canada. (presented by C. Noordhoff)
- Noordhoff, C. and K. Kyriakopoulos (2008), 'Building Capabilities through Vertical Relations: The Role of Tie Strength and Firm Memory,' *Marketing landscapes: a pause for thought, 37th EMAC Conference*, Brighton, UK, 27-30, May 2008. (presented by C. Noordhoff)
- Noordhoff, C., B. Dellaert, K. Kyriakopoulos, P. Pauwels (2007), "Transferability of knowledge from co-creation relations," *XXIX Marketing Science Conference*, June 28-30, Singapore Management University, Singapore. (presented by C. Noordhoff)
- Kyriakopoulos, K. (2007), "Merging planning and action in new product development: the moderating role of knowledge resources" in *American Marketing Association's Winter Educators' Conference*, 16 – 19 February, San Diego, CA, USA.
- Noordhoff, C., B. Dellaert, K. Kyriakopoulos, P. Pauwels (2006). "Competence Acquisition in Co-creation Relations: the Dual Role of Knowledge Stocks," *Marketing Science Conference*, June 8-10, Katz Graduate School of Business, Pittsburgh University, Pittsburgh, PA.(presented by C. Nordhoff)
- Noordhoff, C. B. Dellaert, K. Kyriakopoulos, P. Pauwels (2006), "Exploratory Marketing Learning In Co-Creation Relations: The Role of Market Orientation and Relational Embeddedness", *19th EMAC Doctoral colloquium*, Athens, Greece, 21-23, May.(presented by C. Noorhoff)
- Noordhoff, C., B. Dellaert, K. Kyriakopoulos, P. Pauwels (2005), "Buyer-Supplier Marketing Learning in Joint New Product Development", *Marketing Science Conference*, June 15-18, 2005, Goizueta Business School, Emory University, Atlanta, Georgia. (presented by C. Noordhoff)
- Kyriakopoulos, K. (2004), 'Improvisation, Market Information and Memory in New Product Development', *Worldwide Marketing*, 33th EMAC Conference, Murcia, Spain, 17-21, May 2004.
- Kyriakopoulos, K. (2004), "Improvisation in new product development: The contingent role of memory and information flows," *The 5<sup>rd</sup> European Conference on Organizational Knowledge, Learning, and Capabilities*, 1-3 April, Innsbruck, Austria.

- Kyriakopoulos, K. and C. Moorman (2003), The Paradox of Marketing Exploitation and Exploration Learning Strategies: The Overlooked Role of Market Orientation, Proceedings (in cd-rom) from *The 4<sup>th</sup> European Conference on Organizational Knowledge, Learning, and Capabilities*, 13-14 April, Barcelona, Spain.
- Kyriakopoulos, K. (2002), Organizational Memory: Cultural Antecedents and New Product Outcomes, Proceedings (in cd-rom) from *The 3<sup>rd</sup> European Conference on Organizational Knowledge, Learning, and Capabilities*, 5-6 April, Athens, Greece.
- Kyriakopoulos, K. and C. Moorman (2002), Creating Market Learning Complementarities in Product Development, in *Marketing theory and applications*, 13, Kenneth R. Evans and Lisa K. Scheer, eds. Chicago: American Marketing Association, 298. (presented by K. Kyriakopoulos).
- Kyriakopoulos, K. (2001), Market Learning Strategies: Complementarities and New Product Outcomes, *Rethinking European Marketing, Proceedings*, 58 (abstract)/cd-rom from 30th EMAC Conference, Bergen, Norway, 8-11<sup>th</sup> May 2001.
- Kyriakopoulos, K., and J. P. Wallman (2001), “Market Learning: Typology and Cultural Antecedents”, in *Marketing theory and applications*, 12, Ram Krishnan and Madhu Viswanathan, eds. Chicago: American Marketing Association, 197-198. (presented by K. Kyriakopoulos and J. Wallman).
- Kyriakopoulos K., and Onno-Frank van Bekkum (1999), “Market Orientation of European Agricultural Cooperatives: Strategic and Structural Issues”, *IX European Congress of Agricultural Economists*, Warsaw, Poland, August 24-28, 1999. (presented by O-F. van Bekkum)
- Kyriakopoulos, K. and C. Moorman (1998), “Exploitative vs. Exploratory Market Learning and New Product Outcomes,” in *Enhancing knowledge development in Marketing*, 9, Ronald C. Goodstein and Scott B. MacKenzie, eds. Chicago: American Marketing Association, 28-33. (presented by K. Kyriakopoulos)
- Kyriakopoulos, K. (1998), Agricultural cooperatives: organizing for market-orientation, *IAMA World Congress VIII, “Building Relationships to Feed the World: Firms, Chains, Blocs”*, Uruguay, Punta Del Este, 29 June - 2 July 1998.
- Nilsson J., Kyriakopoulos K., Van Dijk G., (1997). Agricultural cooperatives in the European Union: current challenges and trends. Proceedings in *Rural Co-operatives in the Perspective of the Integration with the European Union*, Zakopane, Poland, December. p. 1-21.
- Kyriakopoulos, K. and G. van Dijk (1997), “Innovative Financing for Entrepreneurial and Market-oriented Agricultural Cooperatives”, Paper presented on the CEPFAR / COGECA seminar: *Adapting Farmers' Cooperatives to Changes of Policies and Market Powers in the EU*, 22–25 October 1997, Sanga-Saby, Sweden. (presented by G. van Dijk)
- Kyriakopoulos, K. & G. Van Dijk (1997). R&D of Co-operative Enterprises, 7th *Annual Conference of Intercoop*, Nordwijk, The Netherlands, 16-18 April 1997. (presented by G. van Dijk)
- Kyriakopoulos K., G. Van Dijk, and C. P. Veerman, (1996), “Agricultural Research in the Agribusiness Sector: Multinationals and Co-operatives,” *4th Conference Of European Society For Agronomy (ESA)*, Veldhoven-Wageningen, The Netherlands, 7-11 July, 1996. (presented by G. van Dijk)

- Kyriakopoulos K. (1996), “Purchase Intentions for Organic Food: A Conceptual Framework Applied on Biological Olive Oil,” *4th Congress of Agricultural Economics Society of Greece*, Thessaloniki, 28-30 November 1996.

### **Research Conference/Session chairmanships**

- Chair, Session : “Utilizing organizational capabilities to improve innovation”, Product Development Track in *American Marketing Association’s Winter Educators’ Conference*, 16 February 2020, San Diego, CA, USA
- Chair, Session 3a: Capabilities and Decision-Making, *JPIM Research Forum*, 1-2 November 2019, Orlando, FL, USA,
- Program Advisory Committee Member, Best Conference Papers Awards Committee Member, in *EGOS Colloquium*, July 2–4, 2015, Athens, Greece.
- Chair, “Meet the Editors”, 2 July 2015, in the 31st EGOS Colloquium, July 2–4, 2015, Athens, Greece
- Chair “Radical Innovation” in the *7<sup>th</sup> International Symposium on Process Organization Studies* on “Skillful Performance: Enacting Expertise, Competence, and Capabilities in Organizations,” 24-27 June 2015, Helona Resort, Kos, Greece.
- Chair “Path-dependence and Entrepreneurship” in the *6<sup>th</sup> International Symposium on Process Organization Studies* on “Organizational routines: How they are created, maintained, and changed”, 19 – 21 June 2014, Elysium Resort & Spa, Rhodes, Greece.,”
- Chair “Processes of innovation” in the *5<sup>th</sup> International Symposium on Process Organization Studies* on “The Emergence of Novelty in Organizations, 20-22 June 2013, Minoa Palace Resort & Spa, Chania, Crete, Greece.
- Chair “Strategy Making, Decision Making and Organizing” in the *3<sup>rd</sup> International Symposium on Process Organization Studies* on “How Matter Matters: Objects, Artifacts and Materiality in Organization Studies”, Corfu, 15-18 June 2011.

### **Monographs**

- Epitropaki Olga, Kyriakopoulos, K., and Stefanos Zarkos (eds.) (2011), “Management in times of crisis”, [in Greek] Kastaniotis, Athens.
- Kyriakopoulos, K. (2000), *The Market Orientation of Agricultural Cooperatives*, Ph.D. Thesis, van Gorcum, Assen: NL.

### **Book chapters**

- Kyriakopoulos, K., (2011), “The opportunity of the crisis: are you ready for strategic agility?” [ in Greek] “Management in times of crisis” by Epitropaki O., Kyriakopoulos, K., and Zarkos. (eds.), Kastaniotis, Athens.
- Kyriakopoulos, K. (2007), “Time for Strategic Thinking in the Maritime Industry”, in *Trends & Developments in Shipping Management* edited by I. Visvikis, T&T publication, pp. 63-71.



- Bekkum, van O. F., G. van Dijk, K. Kyriakopoulos, and J. Nilsson (1997), "Agricultural Co-operatives at Cross-Roads," In: Van Bekkum & Van Dijk (Eds.): *Agricultural Co-operatives in the European Union: Trends and Issues on the Eve of the 21st Century*, van Gorcum: NL, 18-28.
- G. van Dijk, K. Kyriakopoulos, and J. Nilsson (1997), "The Future of Agricultural Co-operatives in the EU," in Van Bekkum & Van Dijk (Eds.): *Agricultural Co-operatives in the European Union: Trends and Issues on the Eve of the 21st Century*, van Gorcum: NL, 167-195.

### Articles in magazines and newspapers

- Kyriakopoulos, K. (2023), Building customer-centric organizations, *2Board* (Airport E. Venizelos magazine), Issue June –August, p. 180 -182.
- Κυριάκοπουλος, Κ. (2022), [Επιχειρηματικά Οικοσυστήματα και οι Νέοι Κανόνες Στρατηγικής](#), *Leading EΑΣΕ*, Issue 54, May –June 2022, p. 5.
- Κυριάκοπουλος, Κ. (2022), [Επιχειρηματικά Οικοσυστήματα και οι Νέοι Κανόνες Στρατηγική](#), *Καθημερινή*, 05/06/2022.
- Kyriakopoulos, K. (2022), [Strategy amidst the crisis: How to build strategic agility for your business](#), *Business Partners*, Issue May – June, 24/06/2022.
- Kyriakopoulos, K. (2022), [Improvisation for resilience in times of change: Lessons from jazz](#), *EFMD Global Focus*, 16 (1), 76–79.
- Κ Κυριάκοπουλος, Κ. (2021), Μετά την κρίση: Πώς να χτίσετε «ευλυγισία» στην επιχείρησή σας, *Καθημερινή*, 24/08/2021 at <https://www.moneyreview.gr/opinion/44304/meta-tin-krisi-pos-na-chtisete-elygisia-stin-epicheirisi-sas/>
- Kyriakopoulos, K. (2021), Improvising in times of crisis, *Business Partners*, Issue 114, May – June, p. 22, at <https://www.amcham.gr/business-partners/alba-business-review/improvising-in-times-of-crisis/>
- Κυριάκοπουλος, Κ. (2020) Η κρίση προσφέρεται για αυτοσχεδιασμό! *Καθημερινή*, 06/09/2020 at <https://www.kathimerini.gr/economy/561069379/i-risi-prosferetai-gia-aytoschediasmo/>
- Kyriakopoulos K., and M. Gryllaki (2019), Through the labyrinth- "How to navigate the maze of teaching digital transformation", *EFMD's Global Focus*, 13 (3), p. 62-65, <https://globalfocusmagazine.com/through-the-labyrinth/> .
- Κυριάκοπουλος, Κ., (2019), Περιεκτική Στρατηγική σε 40 λέξεις, *Leading EΑΣΕ*, issue 43, p. 29.
- Kyriakopoulos K., (2018), Digital Change: Disruption, Progress or both?, *Business Partners*, Issue 98, Sept – Oct, p. 10.
- Κυριάκοπουλος, Κ., (2018), Ψηφιακή Ανατροπή: Δεν έχει πάντα τις ίδιες συνέπειες!, *Leading EΑΣΕ*, Issue 38, 01- 06 - 2018, p. 15.
- Kyriakopoulos K., (2017), The Role of Marketing in Radical Innovation: A One-, or Two-Edged Sword? *Business Partners*, Jan – Feb, p. 8.
- Κυριάκοπουλος, Κ., (2016), Καινοτομία στην εκπαίδευση στελεχών, *HR Professional*, 01/05/2016, p. 17.
- Kyriakopoulos K., (2015), Απλοποιήστε την στρατηγική σας σε ένα περίπλοκο κόσμο, *Leading EΑΣΕ*, 01- 06 - 2015, p. 35.
- Kyriakopoulos K., (2015), Simplify your strategy to thrive in a complex world, *Business Partners*, July – August, p. 8.
- Κυριάκοπουλος, Κ., (2014), "Πότε θα "σκίσεις" αυτό το σενάριο?

Αυτοσχεδιασμός για καινοτομία και ανθεκτικότητα!” [title in English]: When will you tear this plot? Impromptu action for resilience!” *Leading EΑΣΕ*, 01- 04 - 14, p. 13.

- Κυριακόπουλος Κ., (2014), “Ready for the future? Education for daring business leaders in post-crisis Greece,” *Business Partner*, No. 73, July - September, p. 29.
- Κυριακόπουλος Κ., (2014), “Improvisation ... in business? What we can learn from jazz bands!” *Business Partner*, No. 72, May - June, p. 12.
- Κυριάκοπουλος, Κ., (2014), “Και τώρα, αυτοσχεδιάζουμε: μαθήματα τζαζ για επιχειρήσεις,” [title in English] “And now we improvise: lessons from jazz for business” *HR Professional*, 1/4/14, p. 17
- Κυριάκοπουλος, Κ., (2013), “Αυτοσχεδιασμός στις εκπλήξεις: Πόσο τζαζ ... είναι η επιχείρησή σας?” [title in English] “Improvisation in response to surprises: How jazz is your company?”, *BHMagazino*, Το VIMA newspaper, 29/12/2013.
- Noordhoff, C., K. Kyriakopoulos, C. Moorman, P. Pauwels, and B. Dellaert (2012), Can B2B partnerships stifle innovation? *Marketing Science Institute Selections*. at [http://www.msi.org/selections/1204\\_06/index.cfm?utm\\_source=2012April&utm\\_medium=Email\\_AcV1&utm\\_campaign=Selections](http://www.msi.org/selections/1204_06/index.cfm?utm_source=2012April&utm_medium=Email_AcV1&utm_campaign=Selections)
- Κυριάκοπουλος, Κ., (2011), ‘Το MBA ως επένδυση!’ [title in English] ‘MBA an an investment’, *Καθημερινή*, Kathimerini newspaper, 17/09/2011, p. 5.
- Κυριάκοπουλος, Κ., ‘Πρόγραμμα Εταιρικής Διοίκησης από το ALBA !’, *Εθνος*, 5/10/2010, p. 54.
- Κυριάκοπουλος, Κ., ‘Franchising προ προκλήσεων: ο ρόλος του executive education’, *Κέρδος*, 14/02/2010, p. 28.
- Κυριάκοπουλος, Κ. (2009) ‘Μετά την κρίση - Μάρκετινγκ για το μέλλον που ήδη είναι εδώ!’ [title in English] ‘After the crisis - Marketing for the future that is already here’, *Marketing Week*, Issue: 1268, p. 20-21, 07/12/2009
- Κυριάκοπουλος, Κ. (2009) ‘Το «διαμάντι» του MBA λάμπει όσο ποτέ άλλοτε’ [title in English] ‘The MBA diamond shines like never before’, *Κέρδος*, Special Edition, September, 2009
- Κυριάκοπουλος, Κ., (2009), ‘Στρατηγική εν μέσω της κρίσης για την επόμενη μέρα,’ [title in English] ‘Strategy During Crisis for the Next Day’, "*Kathimerini tis Kyriakis*, *Oikonomika*, 05/07/2009
- The ALBA Professional MBA at [www.contra.gr](http://www.contra.gr) and [www.cosmo.gr](http://www.cosmo.gr) 2009
- Κυριακόπουλος, Κ. (2007), “How relevant is marketing for radical innovation?” *Albanac*, Volume 3, Issue, 12, p. 6.

### Media Interviews

- Συνέντευξη Live στο ΣΚΑΙ TV ( 2022), *Οι Αταίριαστοι*, πρωινή εκπομπή με τους Γιάννη Ντσούνο και ο Χρήστο Κούτρα, 06/05/2022.
- Συνέντευξη στο Antenna TV ( 2022), *Πρωινοί Τύποι*, πρωινή εκπομπή με τους Νίκο Ρογκάκο και Παναγιώτη Στάθη, 17/04/2022.
- Συνέντευξη στο *Real FM News*, *Η εκπομπή των Γ. Χουδαλάκη – Ιωσ. Καλαμαράκη*, 17/9/2020.
- Συνέντευξη στο *SKAI TV (2018) Τα νέα των μικρομεσαίων επιχειρήσεων. Ready?, με τον Νίκο Υποφάντη*, 14 /06/ 2018.

- Συνέντευξη στο *HR Professional* (2018), Business studies: τι σπουδάζεις εκεί που εργάζεσαι; *HR Professional*, issue, με την Τζένη Αναγνωστοπούλου, 155, 06/07/2018,
- Συνέντευξη στο *HR Professional* (2018), ‘The Alba Executive MBA: Ένας ισχυρός σύμμαχος στη διαχείριση ταλέντου και στον σχεδιασμό εσωτερικής διαδοχής της επιχείρησης’, με την Νανσυ Βλαχάκη, *HR Professional*, issue, 155, 6/7/2018.
- Συνέντευξη στο *HR Professional*(2018), ‘Business Education: Στήριγμα και κινητήριος μοχλός του σύγχρονου επιχειρείν, με την Αγγελική Κορρέ, 27 Απριλίου 2018, *HR Professional*, Issue, 152.

## Cases

- Kraft’s *Lacta* chocolate: Falling in love with Lacta again. ALBA 2007.
- *Tasty Greece*: Searching for healthy snacks. ALBA, 2008.
- Minerva’s *So Real* spreads: Extending the brand into new tastes. ALBA 2009.
- *Shiseido*: repositioning in the Greek cosmetics industry. ALBA 2010.
- *Creta Farms*: launching a new brand to fight the assault of the private labels in the deli meat cuts. ALBA, 2011.

## INVITED RESEARCH SPEECHES

- “Overcoming core rigidities in B2B Innovation Partnerships”, *research seminar at Durham University*, 25 September 2012.
- “The role of marketing resources in radical innovation,” *research seminar at Radboud University of Nijmegen*, January, 2008.
- “Improvisation in NPD: the contingent role of knowledge resources,” *research seminar at Technical University of Eindhoven*, Eindhoven, The Netherlands, 24 January 2007.
- “Market Learning: Complementarities in New Product Development,” *research seminar at University of Nijmegen*, March, 2003.
- “Market Learning: a framework and typology,” *research seminar at University Cambridge*, *research seminar at the Judge Institute, Cambridge University*, June, 2000.
- “Market Learning” presentation at the *research seminar at ERIM, Erasmus University*, Rotterdam School of Management, April 17, 2000.
- “On the Market Orientation of Agricultural Co-ops,” *invited speaker, MBA, Athens Agricultural University*, 3 May, 2000.
- “The Market Orientation of Agricultural Co-ops: Strategic and Structural Issues”, *1<sup>st</sup> International Summer School on Co-ops*, Nyenrode University, 9 July, 1998.

## Presentations, Panelist, Keynote Addresses in Practitioner Fora

- Presentation: *Strategy in Uncertain times*, EMBA TIAS Field trip (Un. of Tilburg, NL), 5/10/2022

- Company Retreat Presentation (Zoom): *Customer Centricity*, NN, 21/9/2022
- Presentation: ‘EMBA and hybrid mode of delivery at Alba’ at *EFMD MBA Conference 2022 (virtual)*, session; *The new MBA world - bite size examples of what different schools have been doing*”, 21-23 March 2022.
- Moderator, *EFMD MBA Conference 2022 (virtual)*, session; *The new MBA world- bite size examples of what different schools have been doing*, Best practice cases - Debrief, 21-23 March 2022
- Presentation “Strategy in times of disruption: improvisation...and all that jazz”, at *TIAS Executive MBA field trip* at Athens, SNCC, 1 October, 2021.
- Presentation “Strategy in times of disruption: improvisation...and all that jazz”, at *TIAS Executive MBA field trip* (Virtual event), 2 July, 2021.
- Panelist, Discussion panel: [Improv Theater και Εφαρμοσμένος Αυτοσχεδιασμός](#), 21/12/ 2020 organized by ImproVIBE (virtual event).
- Presentation: “Customer Centricity in Export marketing” for the *Workshop on Strategies and Best practices in Export Markets* organized by *SBTSE* (Association of Industries of Thessaly and Central Greece, [www.sbtse.gr](http://www.sbtse.gr) ), 7/2/2020, Volos, Greece.
- Presentation: “Customer Centricity in Export marketing” for *SEV #ExportReady workshop on Marketing and Advertising for Successful Exports 5 /12/2019*, SEV premises, Athens Greece.
- Panelist at panel: Coaching and high performance at work, *ICF Coachathon, 4<sup>th</sup> Marathon for Coaching*, 9 /11/2019, Athens.
- Presentation: “Strategy in times of digital change: simple rules & impromptu action” *SEV Center of Excellence in Creative Leadership, Lead Creatively: Discussion Series*, Alba, 26/9/2020.
- Presentation: The New Eurobank MBA in Financial services - A journey of program Renewal & Transformation, *EFMD MBA Conference 2019, The Human Digital challenge*, Budapest, 17-18 March 2019.
- Moderator, *EFMD MBA Conference 2019, The human Digital challenge*, Session: Best practice cases - Debrief, Budapest, 17-18 March 2019
- Presentation “Customer centricity in digital context”, at *UAS Bremen MBA field trip* at Athens, ALBA, 2 April, 2019.
- The Alba – Eurobank Partnership in MBA, *EFMD MBA Conference 2019, The Human Digital Challenge*, Budapest, 17-18 March 2019
- Presentation in *3<sup>rd</sup> EU-Arab World Summit “Shared Horizons”*, ALBA’s Business Model: Business Unusual in session: Building bridges in Education, 30 October 2018, Megaro Mousikis, Athens.
- Presentation “Customer centricity... and real-time response to market surprises”, at *UAS Bremen MBA field trip* at Athens, ALBA, 17 March, 2018.
- Presentation ‘Customer Centricity and all that jazz’, *AAA annual event*, ALBA, 19 May 2018.

- Panel member, ‘Why not leave Greece’ at *Economist Conference: The world in transition: The New Jobs the New Skills. Predicting the future in unpredictable times*, Athens Concert Hall, Dimitris Mitropoulos Hall. 9 March 2018.
- Presentation “Customer-centric strategies for new ventures in agribusiness’ in “Agribusiness organizational challenges and European tools for incorporating innovation”, organized by *Aroma Hub*, Orange Grove, Dutch embassy, Athens, 9 -2 - 2018.
- Presentation “Strategic Flexibility in uncertain environments”, *IIM Raipur, EMBA Field trip*, 15/4/2017
- Presentation ‘Customer Centricity: Competence or Culture’, 14 -7 – 2017, *AAA 1<sup>ST</sup> Bonding* conference, ALBA.
- Presentation ‘Strategy in a Complex World: Lessons from Jazz Improvisation’, *SFAD*, ALBA, 11 -11-17
- Presentation ‘Strategy improvisation ...and all that jazz!’, *EFMD Annual MBA Directors conference* at ALBA, 27 March 2017
- Presentation ‘Strategic flexibility in the mist: lessons from jazz improvisation’, Estate Lazaridi, *field trip Colorado State University MBA*, 27 May 2017.
- “Trust and Customer centricity”, presentation at *360° Trust Conference*, ALBA ExEd, Dec 15, 2015.
- Presentation “Marketing for entrepreneurs”, at *EGG Young Entrepreneurship Acceleration Program*, October 2015.
- “Marketing for entrepreneurs”, 3-hrs lecture at EkinisiLab of *SEV Acceleration Program*, 1 2 October 2014.
- Presentation “Marketing for entrepreneurs”, at *EGG Young Entrepreneurship Acceleration Program*, 2 October 2014.
- Presentation“...didn’t expect that! Improvisation to market surprises ...and all that jazz!’, *Be a student for a day*, ALBA, 08 – 11 – 2014.
- Panel Moderator at "Big Data & Business Analytics: Is it a Corporate Culture?", *IV Business Analytics Forum II*, Athens, 30 April, 2014.
- Presentation “Customer Centricity”, to ING senior managers organized by ExEd, 28 April 2014.
- Presentation “Resilience in time s of crisis- Carving our way out of the mess”, *MBA field trip Loyola University*, Athens, The ACG, 04 – 03 – 2014.
- Presentation “All that jazz... and real-time strategy”, at *UAS Bremen MBA field trip* at Athens, 18 March, 2014. Also in 2015, 2016, 2017.
- Presentation ‘All that jazz...and real-time Strategy’, Eurobank, Athens, *Eurobank Blended Learning graduation speech*, 27-02-2014
- Presenter and Moderator “Making your ideas fly: development of a business proposition using marketing and consumer insights”, at *the Agro-Food Masterclass*, Orange Grove, Dutch Embassy, 11 December, 2013.

- Presentation “Bouncing back from adversity: Building resilient strategy”, at *Be a student for a day*, ALBA, 9 November, 2013.
- Presentation at “All that jazz... and real-time strategy”, *UAS Bremen MBA field trip* at Athens, 31 August, 2013.
- Presentation “Marketing for entrepreneurs”, at *EGG Young Entrepreneurship Acceleration Program*, July 2013.
- Presentation “All that jazz... and real-time strategy”, at *Be a student for a day*, ALBA, 30 March, 2013.
- Panel Moderator “Management of Corporate Innovation”, *Corporate Innovation Forum*, February, 2013.
- *Panel Moderator* at “Apply Analytics to improve performance ”, , *Business Analytics Forum II* , Athens, April, 2012.
- Presentation “The Odyssey of Entrepreneurship in Greece – Searching for the lost Ithaca”, at *Be a student for a day*, ALBA, 30 March, 2012.
- Conference Facilitator *Titan Cement 12<sup>th</sup> Postgraduate Student Conference*, Kamari, November, 2012.
- Panel Moderator "How to transform data (through Business Analytics) into value in different Departments of the company.", *Business Analytics Forum I*, Athens, March, 2011
- presentation “The Odyssey of Entrepreneurship in Greece – Searching for the lost Ithaca ,” at *Eurobank, Network B*, Thessaloniki, 24 June2011.
- “The upside of the fall: No more ugly duckling for enterprising Greece!”, presentation at *Be a student for a day*, ALBA, 16 April, 2011.
- “Youth Innovation,” *National Conference AIESEC, Youth to Business Forum*, Eretria, March, 30<sup>th</sup>, 2011.
- “Building customer centricity in your organization,” presentation at *Eurobank, Blended Learning Graduation*, Macedonia Place, Thessaloniki, 26-01-2011.
- “Youth Mobility,” presentation at *National Conference AIESEC, Youth to Business Forum*, Lamia, November, 28th, 2010.
- “Customer centricity in changing times,” *Executive Breakfast, ALBA*, 16-09-2011.
- “Creating market-oriented strategies and organizations,” *Eurobank, Blended Learning Graduation*, Bodosaki Foundation, Athens, 18-01-2010.
- “Branding for competitive advantage,” *Branding Forum, Marketing Week Conferences*, Olympic Village, Tatoi, 14/06/2007.
- “How Can Co-ops Become Market-oriented?” keynote speaker, *Co-op management seminar*, Nyenrode University, March, 2000.

## **SERVICE**

### **Ad hoc Reviewer**

- Academy of Management Journal

- Journal of Marketing
- Journal of Management Studies
- Organization Studies
- Journal of Product Innovation Management
- European Journal of Marketing
- Technology Analysis & Strategic Management
- AMA Conferences
- EMAC Conferences
- PROS Conferences
- EGOS Conference
- International Journal of Service Industry Management
- International Marketing Review
- Agribusiness: an international journal
- 2010 PDMA Doctoral Dissertation Proposal Competition Evaluator

#### **Internal Service - Maastricht University**

- METEOR Research Colloquium Coordinator, 2001-2005
- Research Camp Co-organizer, 2003, 2004, 2005
- Thesis/Internship Coordinator, 2002, 2004, 2005

#### **Internal Service – ALBA Graduate Business School at The American College of Greece**

- Evaluation committee for Assistant and Associate Professors, 2011-today
- ALBA Dean Search committee 2015
- ALBA Dean Search committee 2018
- ALBA - ACG integration committee (2015 – 2016)

#### **External activities**

- Improvisation Consortium - Loughborough University: research collaboration with researchers from University of Leeds, Durham University, Loughborough, University of Nottingham.

#### **Doctoral Committees**

- *External Supervisor* Ph.D. thesis, Artemis Tonikidou (2017 - ), “Improvisation and Value creation”, University of Loughborough, UK.
- *External examiner*, Ph.D. thesis, Ekaterina Nemkova (2013), “Decision-making in an export context: combining planning and improvisation to improve export performance”, University of Loughborough, UK, 26/08/2013.
- *External examiner*, Ph.D. thesis, Darwina Arshad (2010), “Improvisation in high-tech Malaysian firms”, University of Loughborough, UK, 30/07/2010.

- *Supervisor* Ph.D. thesis, Corine Noordhoff, (2003 - 2008), “Marketing Knowledge and Competencies in Co-Creation Relationships”, University of Maastricht.

## **OTHER PROFESSIONAL ACTIVITIES**

**Project Manager**, The Netherlands Institute for Co-operative Entrepreneurship, Nyenrode University, 1996-1997.

- The status of developments of co-operative enterprises in Europe: market orientation, governance structures, innovation, membership (EU/COGECA).
- Distribution and marketing strategies of veterinary products in the EU countries (AUV).

**Researcher**, NCR - National Council of Horticulture and Agriculture - and Wageningen Agricultural University, 1996.

- Agricultural research in the agribusiness: trends in agricultural research, determinants of private R&D, comparison of co-operatives and MNEs, product innovation (NCR).

**Researcher**, Wageningen Agricultural University, 1995.

- The market potential for Cretan olive oil in the Netherlands (European Committee-Directorate for Agriculture)

**Researcher**, Agricultural University of Athens, 1994.

- Consumption patterns of dairy products in Greece (European Committee-Directorate for Agriculture)

## **PROFESSIONAL AFFILIATIONS**

- American Marketing Association
- European Marketing Academy
- Academy of Marketing Society
- Global Marketing Conference