

# Academic Vitae

## Yiannis E. Spanos

### 1. Προσωπικά στοιχεία

Τόπος Γέννησης Αθήνα  
Διεύθυνση Ζαγρεως 8 - 118 54 Αθήνα  
Τηλ.: +210 4127 295 (οικία); +210 8203 561 (γραφείο)  
E-MAIL [spanos@aueb.gr](mailto:spanos@aueb.gr)  
Born in Αθήνα

### 2. Σπουδές

Ph. D. στη Στρατηγική Διοίκηση (1997)  
Οικονομικό Πανεπιστήμιο Αθηνών (ΟΠΑ):  
Τίτλος Διατριβής: *Στρατηγική, Οργανωσιακοί πόροι και Επίδοση: η περίπτωση της Ελληνικής Βιομηχανίας*  
Master in Business Administration (M.B.A),  
ΟΠΑ και University of Birmingham (1988)  
Τίτλος Διπλωματικής: *“Export behavior of Greek SMEs: An empirical analysis of survey data”*  
Πτυχίο στη Διοίκηση Επιχειρήσεων (ειδίκευση: Marketing), ΟΠΑ (1986)

### 3. Τρέχουσα θέση

Καθηγητής Επιχειρησιακής Στρατηγικής, Τμήμα Διοικητικής Επιστήμης και Τεχνολογίας (ΔΕΤ), ΟΠΑ (2021 -)  
Συνεργαζόμενο Εκπαιδευτικό Προσωπικό: Ελληνικό Ανοικτό Πανεπιστήμιο (2004 -)

### 4. Διδασκαλία

#### Προπτυχιακά Μαθήματα

ΔΕΤ	
1 <sup>ο</sup> (Φθινοπωρινό) Εξάμηνο	Εισαγωγή στη Διοίκηση Επιχειρήσεων
7 <sup>ο</sup> (Φθινοπωρινό) Εξάμηνο	Θέματα Στρατηγικής και Καινοτομίας
8 <sup>ο</sup> (Εαρινό) Εξάμηνο	Οργανωσιακή Θεωρία
Ελληνικό Ανοικτό Πανεπιστήμιο	
Διοίκηση Επιχειρήσεων και Οργανισμών (ΔΕΟ40)	Επιχειρησιακή Στρατηγική, Οργανωσιακή Συμπεριφορά, Διοίκηση Πολυεθνικών Επιχειρήσεων, Διοίκηση Έργων
Μεταπτυχιακά μαθήματα (τρέχοντα)	
ΟΠΑ	
MSc in Management Science and Technology	Στρατηγική Διοίκηση
Graduate Program in Public Management	Επιχειρηματικότητα και Καινοτομία
Πρόγραμμα Διδακτορικών Σπουδών ΔΕΤ	Advanced seminar on Organizational Theories

*5. Άλλες θέσεις διδασκαλίας*

1999-2000	Εισαγωγή στο Μάνατζμεντ Λέκτορας (έκτακτος), ΔΕΤ, ΟΠΑ
5/1999	Knowledge-based View and the Development of Organizational Capabilities Επισκέπτης Λέκτορας, University of Strasbourg - Robert Schuman
1998-1999	Εισαγωγή στο Μάνατζμεντ Επισκέπτης Λέκτορας, Εθνικό Μετσόβιο Πολυτεχνείο

## 6. Δημοσιεύσεις

Σε ακαδημαϊκά περιοδικά (με κριτές)

1. M. Papazoglou and Y. E. Spanos, “Influential Knowledge and Financial Performance: The Role of Time and Rivals' Absorptive Capacity”, forthcoming in *Technovation* (ABS Rating: 3)
2. Y. E. Spanos, “Exploring heterogeneous returns to collaborative R&D: a marginal treatment effects framework”, forthcoming in *Research Policy* (ABS Rating: 4\*)
3. E. Chatzopoulou, Y. E. Spanos and S.Lioukas, “Headquarters’ monitoring mechanisms, subsidiaries’ financial slack, and the contingent role of subsidiaries’ external embeddedness”, forthcoming *Long Range Planning* (ABS Rating: 3)
4. I. Deliyiannis, I. Voudouris, S. Lioukas and Y. E. Spanos, “Non-linear effects of technological competence on product innovation in new technology-based firms: The moderating role of the entrepreneur’s orchestration capabilities”, *Technovation*, 88, 2019 (ABS Rating: 3)
5. M. Papazoglou and Y. E. Spanos, “Bridging distant technological domains: A longitudinal study of the determinants of breadth of innovation diffusion”, *Research Policy*, 47, 9, pp.1713-1728, 2018 (ABS rating: 4\*)
6. K. C. Kostopoulos, Y. E. Spanos, K. E. Soderquist, G. Prastacos, and N. S. Vonortas, “Market-, Firm-, and Project-level effects on the Innovation Impact of Collaborative R&D Projects”, *Journal of the Knowledge Economy*, 10, 4, pp. 1384-1403, 2019 (accepted: 2015; doi: 10.1007/s13132-015-0342-8)
7. Y. E. Spanos, N. S. Vonortas and I. Voudouris, “Antecedents of Innovation Impacts in Publicly funded Collaborative R&D Projects”, *Technovation*, 36-37, pp. 53-64, 2015 (ABS Rating: 3)
8. K. C. Kostopoulos, Y. E. Spanos, and G. P. Prastacos, “Structure and Function of Team Learning Emergence: A multilevel empirical validation”, *Journal of Management*, 39, 6, pp. 1430-1461, 2013 (ABS Rating: 4\*)
9. Y. E. Spanos and N. S. Vonortas, “Scale and Performance in Collaborative R&D”. *R&D Management*, 42, 5, pp. 494-513, 2012 (ABS Rating: 3)
10. Y. E. Spanos, “Antecedents of small firms’ innovation performance: A configurational perspective”, *International Journal of Innovation and Regional Development*, 4, 2, pp. 97-128, 2012
11. Y. E. Spanos, “Absorptive Capacity and the propensity to adopt advanced technology: The case of Computer Integrated Manufacturing (CIM) systems”, *International Journal of Information Technology and Management*, 11, 4, pp. 323-346, 2012 (ABS Rating: 1)
12. Y. E. Spanos, “Conditionally-mediated effects of Scale in Collaborative R&D”, *Journal of Technology Transfer*, 37, 5, pp. 696-714, 2012 (ABS Rating: 2)
13. Y. E. Spanos and I. Voudouris, “Antecedents and trajectories of AMT adoption: The case of Greek manufacturing industries”, *Research Policy*, 38, 1, pp.144-155, 2009 (ABS Rating: 4\*)
14. Y. E. Spanos “Innovation Adoption: An Integrative Model”, *Spoudai: Journal of Economics and Business*, 59, 1-2, pp. 100-124, 2009
15. Y. E. Spanos, G. Zaralis, and S. Lioukas, “Strategy and Industry effects on Profitability: Evidence from Greece”, *Strategic Management Journal*, 25, 2, pp. 139-165, 2004 (ABS Rating: 4\*)
16. Caloghirou, Y., A. Protogerou, Y. E. Spanos, and L. Papayanakis, “Industry vs. Firm-specific effects on Performance: Contrasting SMEs and Large-sized firms”, *European Management Journal*, 22, 2, pp. 231-243, 2004 (ABS Rating: 2)
17. Y. E. Spanos and G. P. Prastacos, “The effects of environment, structure, and dynamic capabilities on product innovation strategy”, *International Journal of Entrepreneurship and Innovation Management*, 4, 6, pp. 620-638, 2004 (ABS Rating: 1)
18. Y. E. Spanos and G. P. Prastacos, “Understanding Organizational Capabilities: Towards a conceptual Framework”, *Journal of Knowledge Management*, 8, 3, pp. 31-43, 2004 (ABS Rating: 2)
19. Y. E. Spanos, G. P. Prastacos, and A. Poulymenakou, “The relationship between information and communication technologies and Management”, *Information & Management*, 39, 8, pp. 659-675, 2002 (ABS Rating: 3)
20. G. P. Prastacos, K. E. Soderquist, Y. E. Spanos, and L. Van Wassenhove, “An Integrated Framework

- for Managing Change in the New Competitive Landscape”, *European Management Journal*, 20, 1, pp. 55-71, 2002. (**ABS Rating: 2**)
21. Y. E. Spanos and S. Lioukas, “An examination into the Causal Logic of Rent Generation: Contrasting Porter’s Competitive Strategy Framework & the Resource-based perspective”, *Strategic Management Journal*, 22, 10, pp. 907-934, 2001 (lead article) (**ABS Rating: 4\***)
  22. Y. E. Spanos, G. P. Prastacos, and V. Papadakis, “Greek Firms and EMU: Contrasting SMEs and Large-Sized Enterprises”, *European Management Journal*, 19, 6, pp. 638-648, 2001. (**ABS Rating: 2**)
  23. Voudouris I., S. Lioukas, S. Makridakis and Y. E. Spanos “Greek Hidden Champions: Lessons from small unknown firm in Greece”, *European Management Journal*, 18, 6, pp. 663-674, 2000 (**ABS Rating: 2**)
  24. A. Athanasopoulos, L. Papayannakis, P. Reglitis and Y. E. Spanos, “Firm capabilities, market environment and innovativeness: Evidence from Greek manufacturing firms”, *Cahiers du Management Technologique*, 10, 1, pp. 9-28, 2000

#### *Έρευνα σε εξέλιξη*

“Who makes the most of public financial support for innovation?”

“The causal impact of the Greek debt crisis on the country’s innovation performance”

“Exploring the role of Absorptive Capacity in the innovation performance of R&D consortia” with M. Pateraki

“The role of financial slack on subsidiaries’ innovation performance” with E. Chatzopoulou

#### *Άρθρα σε επιστημονικά συνέδρια (με κριτές)*

1. Boura, M., and Spanos, Y.E., “Proactive corporate environmental practices of differentiation strategy firms” European Academy of Management Conference, Lisbon, Portugal, June 25-28 2019
2. Y. E. Spanos, “Who benefits the most from R&D Collaboration?”, 2018 Strategic Management Society Annual Conference, Paris, 21 – 26 Sept. 2018
3. M. Boura, Y. E. Spanos and I. Voudouris, “Environmental social performance: Imitating competitive strategy-leaders” British Academy of Management Conference, Bristol, UK, September 4-6 2018
5. Y. Deliyanni, I Voudouris, and Y. E. Spanos, “Technological competencies and new venture performance: The role of entrepreneurial abilities”, *EURAM 2016 – Manageable Cooperation*,
6. Syrigos E., Spanos Y.E., Kostopoulos K., 2014, “The Impact of Project-Level External Acquired Knowledge and Internal Scientific Knowledge on Successful Product Introductions”, *British Academy of Management Annual Conference: The Role of the Business School in Supporting Economic and Social Development*, 9-11 September, 2014, Belfast, Ireland
7. Y. E. Spanos and N. Vonortas, “Innovation Impacts of Publicly-funded Collaborative R&D”, *DIME Final conference, Maastricht, UNU-MERIT & School of Economics and Business*, Maastricht
8. Y. E. Spanos, G. P. Prastacos and K. E. Soderquist, “Understanding Organizational Capabilities: An Architectural Perspective”, 22nd *Strategic Management Society Annual International Conference*, Paris, Sept. 2002.
9. K. Kostopoulos, Y. E. Spanos, and G. P. Prastacos, “The Resource-Based View of the Firm and Innovation: Identification of Critical Linkages”, *The 2nd European Academy of Management Conference*, Stockholm, May, 2002.
10. Y. E. Spanos and G. P. Prastacos “Dynamic capabilities and structural effects on innovation strategy”, *5th World Congress on Intellectual Capital*, Calgary, Canada, January 16-18, 2002
11. Y. E. Spanos and G. P. Prastacos “The impact of information and communication technologies on firm structure: Evidence from an economy in transition”, *ICMIT 2000, IEEE*, Singapore, 11/2000

12. Y. E. Spanos and A. Athanasopoulos, “Exploring the Mediating effects between Strategy and firm Capabilities”, *EMAC Conference*, Sweden. pp. 155-179, 1998
13. Y. E. Spanos and A. Athanasopoulos, “X-efficiency linked to Business Strategy, Resources and capabilities and Environmental Characteristics: Combining DEA with Latent Variable Structural Equation Modelling”, *5<sup>th</sup> Workshop on Efficiency and productivity Analysis*, Copenhagen, Denmark, October 11-13, 1997.

#### *Άρθρα παρουσιασμένα σε συνέδρια (μετά από κρίση περιλήψης)*

1. Y. E. Spanos and A. Athanasopoulos, “Determinants of Firm Performance: A comparison of two competing perspectives”,
2. Y. E. Spanos, A. Athanasopoulos, L. Papayannakis and P. Reglitis “Antecedents of innovative behavior of Greek manufacturing firms”, with A. D. Athanassopoulos, P. Reclitis and L.
3. Y. E. Spanos, A. Deloukas and A. Anastassaki “A Stated Choice Experiment: Value of travel characteristics in the context of Attica”,
4. Y. E. Spanos and S. Lioukas “Strategies of Greek SMEs: Their relation to performance”, *Annual Conference of the Greek Operations Research Society*, Athens, 1993

#### *Βιβλία, Μονογραφίες, και Technical Reports (για επιλογή)*

“*Εισαγωγή στην Καινοτομία*” (2013), book published and used by the Hellenic Open University

“*Μετασχηματισμός και Καινοτομία*” (2010), Lecture notes for AUEB

Spanos Y. and Voudouris I., (2010), “Do Greek firms innovate”, *Βήμα Ιδεών*, issue 01/01/2010, (in Greek).  
 Kostopoulos K., Fillipidou S., Spanos Y., Soderquist K.E., Prastacos G., “Benchmarking Strategies and Methodologies of National, European and International R&D Programmes, to Assess and Increase their Impact on Innovation – Country Landscape: Greece”, DG Enterprise and Industry, European Commission, 2007

Prastacos G., Spanos Y., Kostopoulos K., Fillipidou S., Brachos D., Katsikis I., “Analyzing and Evaluating the Impact on Innovation on Publicly Funded Research Programmes - LOT 1: Evaluation of the Impact of Projects of Community FP5 and FP6 – Theoretical Background and Critical Literature Review”, DG Enterprise and Industry, European Commission, 2006

R. Fisher, W. Polt, N. Vonortas, L. Bach, R. Dekker, M. Dinges, A. Gjoen, B. Ipektsidis, A. Kleinknecht, M. Matt, L. Remotti, E. Soderquist, Y. Spanos, and G. Streicher, “*The impact of publicly funded research on innovation: An analysis of European Framework Programmes for Research and Development*”, Report prepared for the EC, DG-Research, 2007

G. P. Prastacos, Y. E. Spanos, and K. Kostopoulos, “*Innovation: Determining factors and reflections on the future of the Greek Economy*”, Report prepared for the General Secretariat of Research and Technology within the context of the project: Technology Foresight, 2003

Kostopoulos K., Spanos Y., Prastacos G., “Innovation and the Firm”, European Commission – Assessment of the Socioeconomic Impacts of the Fifth Framework Program, DG Research, European Commission, 2001

## **7. Αναφορές (~2020)**

ISI Web of Knowledge: 711

Google Scholar: 3171

Scopus: 917

**Web of Science page:**

<https://publons.com/researcher/3371039/yiannis-spanos/>

**Google Scholar page:**

[https://scholar.google.gr/citations?hl=en&user=uRpacZMAAAAJ&view\\_op=list\\_works&gmla=AJsN-F5U8m00kuwPFAK0cS1jskYvldUz-7u3qWHCPSMsyQCEIzpoZptQGGHeelu8HTWpi2woEnpr--AQ1Tea96TceULefhOoOsjsn\\_AXhyNIZ8vr0ih7g](https://scholar.google.gr/citations?hl=en&user=uRpacZMAAAAJ&view_op=list_works&gmla=AJsN-F5U8m00kuwPFAK0cS1jskYvldUz-7u3qWHCPSMsyQCEIzpoZptQGGHeelu8HTWpi2woEnpr--AQ1Tea96TceULefhOoOsjsn_AXhyNIZ8vr0ih7g)

**Scopus page:**

<https://www.scopus.com/authid/detail.uri?authorId=56507221700>

## 8. Κριτής

Ad hoc Reviewer in:

*Research Policy (ABS: 4\*); Organization Studies (ABS: 4); Journal of Management Studies (ABS: 4); Academy of Management Review (ABS: 4\*); Journal of Business Venturing (ABS: 4); Technovation (ABS: 3); R&D Management (ABS: 3); European Journal of Information Systems (ABS: 3); Scottish Journal of Political Economy (ABS: 2); International Journal of Entrepreneurship and Innovation Management (ABS: 1), Cahier du Management Technologique*

## 9. Μέλος Εκδοτικής Επιτροπής

Member of the Editorial Board: *Organization Studies(2006-8) (ABS: 4); International Journal of Business Environment (2007 - 2008 ).*

## 10. Χρηματοδοτημένη Έρευνα

- 2014-2015 Impact evaluation of science, technology and innovation policies in Greece (2000-present). A study commissioned by the General Secretariat of Research and Technology to analyze and evaluate the impact of a broad array of STD policies having been implemented since 2000 in Greece. Senior Analyst
- 2010-2012 R&D investments and Structural changes in Sectors: Quantitative and qualitative analysis and policy recommendations  
A study of DG-Research to analyze private R&D spending, its antecedents and impacts at the sectoral level of analysis across the EU. Senior Analyst
- 2008 - 2010 Scale & Scope in R&D: A study of DG-Research to evaluate the scale and scope effects on R&D consortia performance. Senior Analyst
- 2006-2007 Inno-Impact: A study for DG-Enterprise to assess the impacts of EU-funded R&D projects on innovation. Senior analyst
- 2006-2007 Implore: A study A study for DG-Enterprise to assess the impacts of nationally-funded R&D projects on innovation. Senior analyst
- 2004-05 ITE project: Towards A European Wide Intelligent Textile Environment: Building, Linking And Bonding (Research Program financed by the European Commission). Responsible for the design a conceptual framework to guide in depth case studies of innovation adoption in European textile firms
- 2003-04 Technology Foresight - Present and Future of Innovation in Greece (Research Program financed by the General Secretariat of Research and Technology). With G. P. Prastacos and K. Kostopoulos

- 2003 *Analysis of employment prospects in the region of Peloponesus* (Research Program financed by the European Commission). Responsible for designing a survey, statistical analysis and preparation of report. Development of Job Description for Employment Consultant
- 2002-03 *Benchmarking Manufacturing Performance in the European Textiles Industry* (Research Program financed by the European Commission)  
Responsible for developing the conceptual framework, design questionnaire and statistical analysis; preparation of benchmarking report
- 2002-03 *Evaluation of experience on social dialogue in the European Banking sector* (Research Program financed by the European Commission)  
Responsible for developing the conceptual framework, design questionnaire and statistical analysis; preparation of report
- 2002 *Assessment of Socio-Economic Impact of the 5th Framework Programme.* (Research Program financed by the European Commission)  
Contributed in a literature review on factors related with the capacity of firms to innovate (with K. Kostopoulos and G. P. Prastacos)
- 1997-1998 *Development of Innovative Management Techniques in support of Greek SMEs* (Research Program financed by the European Commission)  
Contributed in the development of a “diagnostic tool”, statistical analyses, and the development of a small number of management “tools” for participating SMES related with strategy analysis

## 11. *Επίβλεψη Διατριβών*

### **Επιβλέπων: Μετα-διδακτορική έρευνα**

- 2018 - Environmental performance: imitating competitive strategy-leaders  
Post-doctoral researcher: Boura Maria
- 2016-2017 Bridging Distant Technological Domains: A Longitudinal Study of the Determinants of Breadth of Impact  
Post-doctoral researcher: Papazoglou Michalis
- 2012-2013 Balancing exploration and exploitation: a longitudinal examination in the global pharmaceutical industry  
Post Doctoral researcher: Syrigos Evangelos

### **Α' επιβλέπων: Διδακτορική Έρευνα**

- 2016 - 2020 Pateraki Maria: R&D alliances – an investigation into the returns of economies of scale and scope
- 2009-2016 Papazoglou Michalis: A longitudinal study of the factors that affect firms' ability to shape technological evolution and to exert a broad influence on technological change.
- 2006-2011 Syrigos Evangelos: A Computational Linguistics and Meta-analytic Examination of the Resource based Theory.
- 2004-2007 Kostopoulos Konstantinos: Strategic management of innovation: group learning and group performance. (Co-supervised with G.P. Prastacos)

### **Μέλος 3-μελούς εισηγητικής επιτροπής διδακτορικού**

- Nikiforou Iro: Corporate entrepreneurship and business networks
- Deliyianni Yianna: Strategic growth of new venture firms: determining factors and impacts
- Hatzopoulou Erifilli: The relationship between HQ and Business Units, and the impact on BU effectiveness
- Zidarova Elena: Incorporating Passenger Perception in Assessing Airport Terminal Service Quality: A Causal Modeling Approach

Fameli Katerina: Change Management in the health-care sector

Vourloumis Stavros: The influence of power struggles and coalition dynamics on strategic responses to attainment discrepancies

### **12. Στατιστικά εργαλεία**

Extensive experience in employing advanced statistical techniques in academic research and consulting, such as: structural equation modeling, categorical data modeling (e.g., logit/ probit models), and other more traditional techniques (e.g. OLS). Extensive experience in using the following statistical software: STATA, EQS, R, LIMDEP, SAS, and SPSS.

### **13. Επαγγελματική/Συμβουλευτική δραστηριότητα**

- 1997-2010 *National Research Foundation – Hellenic Innovation Relay Center*  
Scientific advisor, actively involved in the development and delivery of consulting services in support of innovation and technology transfer to Greek firms
- 2019-2020 *Πανεπιστημιακές Εκδόσεις Κρήτης:*  
Επιστημονική επιμέλεια για την μετάφραση του βιβλίου «Το Δίλλημα του Καινοτόμου» (The Innovator's Dilemma) του C. Christensen

### **14. Γλώσσες**

Very good knowledge of English.

Basic knowledge of German and French.

