

Angeliki Papachroni

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Current employment

Lecturer in Strategy, Innovation, and Entrepreneurship, ESMT Berlin, Germany, (Nov. 2020–present)

Faculty Lead, Master's in Innovation & Entrepreneurship, ESMT Berlin, Germany (Nov. 2022–present)

Senior Strategy & Innovation Consultant, Freelancer, Berlin, Germany, (2018–present)

Education

PhD in Strategy and Organization, Warwick Business School, The University of Warwick, Warwick, UK, (2013).

MSc in Marketing and Strategy, Warwick Business School, The University of Warwick, Warwick, UK, (2008).

Past employment

Associate Fellow, Warwick Business School, University of Warwick, UK (2015- present)

Research Associate, EY Research Project, Leading for Digital Transformation, ESMT Berlin, Berlin, Germany, (2019- 2021).

Post-Doctoral Research Associate & Teaching Assistant in Strategic Management, Heriot-Watt University, School of Social Sciences, Edinburgh, Scotland (2013-2016)

Senior Account Manager, Big Issue DDB, DDB Worldwide Communications Group, Athens, Greece, (2005–2007).

Account Manager, DDB Athens, DDB Worldwide Communications Group, Athens, Greece, (2003–2005).

Publications

Peer reviewed journal articles

Heracleous, L., C. Wawarta, A. Papachroni, and S. Paroutis (2023). Logical incrementalism as a path to strategic agility. *California Management Review* 65 (4): 63–92.

Papachroni, A., and L. Heracleous (2020). Ambidexterity as practice: Individual ambidexterity through paradoxical practices. *The Journal of Applied Behavioral Science* 56 (2): 143–165.

Heracleous, L., A. Papachroni, C. Andriopoulos, and M. Gotsi (2017). Structural ambidexterity and competency traps: Insights from Xerox PARC. *Technological Forecasting and Social Change* 117: 327–338.

Papachroni, A., L. Heracleous, and S. Paroutis (2016). In pursuit of ambidexterity: Managerial reactions to innovation-efficiency tensions. *Human Relations* 69 (9): 1791–1822.

Papachroni, A., L. Heracleous, and S. Paroutis (2015). Organizational ambidexterity through the lens of paradox theory: Extending the research agenda. *The Journal of Applied Behavioral Science* 51 (1): 71–93.

Book chapters

Papachroni, A., H. Gurzki, and B. Williams (2023). Leadership in a digital age. In *The future of executive education. Learning leadership in a digital age*, ed. N. Grasselli, 53–62. Berlin: ESMT Berlin.

Papachroni, A. (2017). Loizos Heracleous: Uncovering the underlying processes of change. In *The Palgrave Handbook of Organizational Change Thinkers*, ed. D. Szabla, W. Pasmore, M. Barnes, and A. Gipson, 589–600. Cham: Palgrave Macmillan.

Sagitova, R., D. Jubb, A. Farrukh, A. Papachroni, and S. Lochrie (2016). Data and case study research in accounting and finance. In *Research Methods for Accounting and Finance*, ed. A. Paterson, D. Leung, W. Jackson, R. MacIntosh, and K. O’Gorman, 81–100. Oxford: Goodfellow Publishers.

Papachroni, A. & Lochrie, S. (2015). Case studies and Data, in *Research Methods for Business & Management*, 2nd ed., K. O’Gorman and R. MacIntosh, Goodfellow Publishers Limited, Oxford

Papachroni, A. & MacIntosh, R. (2014). Finding you Data, in *Research Methods for Business & Management*, 1st ed. K. O’Gorman and R. MacIntosh, Goodfellow Publishers Limited, OxfordPeer reviewed proceedings

Heracleous, L., A. Papachroni, C. Andriopoulos, and M. Gotsi (2016). Structural ambidexterity and competency traps: Insights from Xerox PARC. *Academy of Management Proceedings*, 1, 15982

Published Case Studies (selection)

[Grasselli, N.](#), [Carnabuci, G.](#) & [Papachroni, A.](#) 2022. [Leading across boundaries: Lucia Fargolo at FoodCo](#). ESMT Case Study No. ESMT-422-0194-1

Heracleous, L. & Papachroni, A. 2009. Strategic Leadership and Innovation at Apple Inc. in De Wit B. & Meyer, R., 2010. *Strategy: Process, Content, Context*. 4th ed. Cengage Learning

Heracleous, L. & Papachroni A. 2017, Strategic leadership and innovation at Apple: Entering the post-Jobs era. in Johnson, G., Whittington, R., Scholes, K., Angwin, D., and Regnér, P., *Exploring Strategy Text & Cases*, 12th Edition, Pearson

Papachroni, A. & MacIntosh, R. 2015, The architects of Apple’s success: T. Cook, J. Ive and Steve Jobs, in MacIntosh, R. & MacLean, D. *Strategists at work*, Palgrave Macmillan

Papachroni, A. & MacIntosh, R. 2015, NOKIA: Leading in turbulent times, in MacIntosh, R. & MacLean, D. *Strategists at work*, Palgrave Macmillan

MacIntosh, R. & Papachroni, A. 2015, Managing a complex organization: The case of ABB (1988-2013), in MacIntosh, R. & MacLean, D. *Strategists at work*, Palgrave Macmillan

Heracleous, L. & Papachroni, A. 2013. TOYOTA: Building competitive advantage through uniqueness, in Pangarkar, N., Singh, K. & Heracleous, L. *Business Strategy in Asia: A Casebook* (4th ed). Singapore: Cengage Learning

Heracleous, L. & Papachroni, A. 2013. Sony Corporation (B). Back to the future? in Pangarkar, N., Singh, K. & Heracleous, L. *Business Strategy in Asia: A Casebook* (4th ed). Singapore: Cengage Learning

Conference papers

Papachroni, A. & Heracleous, 2019. Ambidexterity Failure: A paradox practice perspective, 35th *EGOS Colloquium*, Edinburgh, United Kingdom

Papachroni, A. & Heracleous, L. 2018. Organizational ambidexterity and the paradoxical individual, 34th *EGOS Colloquium*, Tallinn, Estonia

Heracleous, L., Papachroni, A., Andriopoulos, C. & Gotsi, M., 2016, Structural ambidexterity and competency traps: Insights from Xerox PARC, *Academy of Management*, Anaheim, CA

Andriopoulos, C., Gotsi, M., Heracleous, L. & Papachroni, A., 2016, Goal setting for breakthrough innovation: Insights from a corporate research lab, *Academy of Management*, Anaheim, CA

Heracleous, L., Papachroni, A., Andriopoulos, C. & Gotsi, M., 2016 Dealing with tensions of innovation: Structural ambidexterity and competency traps, 32nd *EGOS Colloquium*, Naples, Italy

Papachroni, A. & MacIntosh, R., 2015. Strategy-making in the Boardroom: How boards shape strategic decisions, *British Academy of Management Conference*, Portsmouth, United Kingdom.

Papachroni, A., 2014. A Strategy-as-Practice View on the interplay between executive and non-executive teams in strategy formulation, 34th *Annual SMS International Conference*, Madrid, Spain. *Shortlisted for the SMS Best Conference Paper Prize*

Papachroni, A. & Heracleous, L., 2014. Transcendence and relational approaches to managing paradoxical tensions: an empirical view, 30th *EGOS Colloquium*, Rotterdam, Netherlands

Papachroni, A. & Heracleous, L., 2012. Exploring tensions of exploration and exploitation at multiple levels of analysis: An empirical research, 28th *EGOS Colloquium*, Helsinki, Finland

Papachroni, A. & Heracleous, L., 2011. Balancing innovation and efficiency through ambidexterity and paradox: Review and way forward, 27th *EGOS Colloquium*, Gothenburg, Sweden

Teaching experience

Lecturer

- Entrepreneurship, MIM, ESMT Berlin, Germany (2021-present)
- Qualitative Research Methods, MIM, ESMT Berlin, Germany(2021-present)
- Leading and Managing People with Agility MIM, ESMT Berlin, Germany (2021-present)
- Human Factors of Innovation, MBA, ESMT Berlin, Germany (2021)
- Startup Challenge, MBA, ESMT Berlin, Germany (2021-present)
- Decision Making under Risk and Uncertainty, DBA, Liverpool University in Partnership with Laureate online, UK (2017-2018)

Lecturer/Tutor: Strategic Management (BA), Heriot-Watt University, School of Social Sciences, Edinburgh, Scotland (2013-2016)

Teaching Assistant, ESMT Berlin, Germany (2019-2020)

- Entrepreneurial Strategy, DTMBA
- Entrepreneurship, DTMBA
- Human Factors of Innovation, DTMBA

- Innovation Sprint, Global MBA Network Week

Teaching Assistant, Warwick Business School, University of Warwick, UK (2015-2020).

- Business in Practice (MSc)
- Strategy Analysis & Practice (MSc)
- Corporate Strategy (MSc)
- International Business Strategy (MSc)
- Strategic Advantage (DLMBA)

Honors and awards

President's Honor Roll for Teaching Excellence, Human Factor of Innovation, MBA Class 2022, ESMT Berlin, 2022.

Case Writing Award: Overall winner for *Strategic leadership and innovation at Apple Inc.*, The Case Centre, 2013. Case No:3090381 (2013)

Case Writing Award: Strategy and Management Best-Selling Case, *for Strategic leadership and innovation at Apple Inc.*”, Case No:3090381 (2011 & 2012)

Doctoral Scholarship, Warwick Business School, University of Warwick (2009-2013)

Languages

English (advanced), French (advanced), German (intermediate), Spanish (intermediate), Greek (native).

August 2023