

# **Angeliki Papachroni**

## **Address**

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## **Current employment**

Senior Lecturer in Strategy, Innovation, and Entrepreneurship, ESMT Berlin, Germany, (May 2024–present)

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

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

Lecturer in Strategy, Innovation, and Entrepreneurship, ESMT Berlin, Germany, (Nov. 2020–April 2024)

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 Fargoło 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 Regner, 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**

- Foundations of Entrepreneurship, MSc, ESMT Berlin, Germany
- Organizing for Innovation, MSc, ESMT Berlin, Germany
- Leading and Managing People with Agility, MSc ESMT Berlin, Germany
- Qualitative Research Methods, MSc, ESMT Berlin, Germany
- Human Factors of Innovation, MBA, ESMT Berlin, Germany
- Startup Challenge, MBA, ESMT Berlin, Germany
- Decision Making under Risk and Uncertainty, DBA, Liverpool University in Partnership with Laureate online, UK
- Strategic Management (BA), Heriot-Watt University, School of Social Sciences, Edinburgh, Scotland

## **Honors and awards**

President's Honor Roll for Teaching Excellence, Startup Challenge, MBA Class 2024, ESMT Berlin, 2024.

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).

May 2024