

# Curriculum Vitae

CONSTANTINE ILIOPOULOS, Ph.D.

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## CONSTANTINE (Costas) ILIOPOULOS

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- **Profile and Selected Publications available at *Research Gate***

## OBJECTIVE

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Costas' mission is to co-create with people, organizations, and communities innovative, effective and sustainable solutions to pressing organizational challenges through action research, effective reconstruction, experiential training and systems-wise team building. He accomplishes this by combining his: 1) 25+ years of experience in leading and participating in top-quality action research projects in numerous countries; 2) a passion since childhood and deep knowledge of cooperatives and team dynamics that stems, among others, from his 23+ years of collaboration with the Graduate Institute of Cooperative Leadership (GICL) of the University of Missouri, USA; and 3) training in systems thinking and system dynamics at AKMA ([www.akma.gr](http://www.akma.gr)), one of the most recognized systemic training and therapy centers in Europe. During the last 20 years Costas has worked with people in agribusiness cooperatives and rural communities in co-designing and implementing social and organizational change.

## PRESENT POSITIONS

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**Director and Senior Researcher**, Agricultural Economics Research Institute (AGRERI), National Agricultural Research Foundation, September 2013 to present.

Adjunct Professor, Department of Agricultural Economics and Rural Development, Agricultural University of Athens, Athens, Greece, 2008 to present.

**Member**, SystemAbility (Social Cooperative that promotes systems thinking in teams, schools, organizations, businesses, and families through action research, teaching, and mentoring)

Faculty Member, Graduate Institute of Cooperative Leadership, University of Missouri, Columbia, MO, USA, 2013 to present.

Affiliated Faculty Member, Marketing-Finance Lab, Maastricht University, the Netherlands, June 2014 to present.

Director, Economics of Mountainous Agriculture Research Institute, Karpenissi, Greece, September 2013 to present.

## SELECTED PAST POSITIONS

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FAO Expert in Agricultural Cooperatives: Mission to the Kingdom of Saudi Arabia, November 2016, Riyadh, KSA.

Senior Researcher, Agricultural Economics and Policy Research Institute, National Agricultural Research Foundation, Athens, Greece, 2007 to September 2013.

Researcher, Agricultural Economics Research Institute, National Agricultural Research Foundation, Athens, Greece, 2001 to 2007.

Visiting Researcher, Leibniz Institute of Agricultural Development in Central and Eastern Europe, Halle (Saale), Germany, March 2010; April 2014; April 2015; September 2015; January 2016; April 2016.

Director, Agricultural Economics Research Institute, National Agricultural Research Foundation, Athens, Greece, 2004 to 2006.

CEO, Agrotourism, Inc., Athens, Greece, 2000 to 2001.

Senior Economic Advisor, Ministry of Agriculture, Greece, 1999 to 2001.

Post-doctoral Researcher, Agribusiness Research Institute, Department of Agricultural Economics, University of Missouri-Columbia, USA, 1998 to 1999.

Graduate Research and Teaching Assistant, Department of Agricultural Economics, University of Missouri-Columbia, USA, 1995 to 1998.

## EDUCATION

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Ph.D., Agricultural Economics, University of Missouri, Columbia, USA. 1998.  
Major fields: agribusiness and cooperative economics and management, organizational economics, entrepreneurship, industrial organization.  
Dissertation title: "A Study of the Property Rights Constraints in US Agricultural Cooperatives: Theory and Evidence." Dissertation Committee: Michael L. Cook (chair), B. Bjornson, N. Kalaitzandonakes, Hildegard Heymann, X. H. Wang.

MS, Agricultural Economics, Agricultural University of Athens, Athens, Greece. 1992.

BS (Honors), Agricultural Economics, Agricultural University of Athens, Athens, Greece. 1991.

Systemic Epistemology Seminar (1 Year). Athenian Center for Anthropos (AKMA). 2015-2016.

Coaching for Organizational and Personal Development (1 Year). Athenian Center for Anthropos (AKMA). 2016-2017.

## RESEARCH AREAS

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Agricultural cooperatives; Agribusiness organization and strategy; Collective Action; Systems Theory; Social Dilemmas; Community Engagement; Rural Development; Polycentric Systems and Institutions.

## THEORETICAL FRAMEWORKS

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Systems Theory; Organizational and Institutional Economics; Collective Action Theory; Institutional Analysis and Development Framework (IAD).

## ANALYTICAL METHODOLOGIES

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Game Theory, Systems Thinking, Conceptual Approaches, etc.

## EMPIRICAL METHODOLOGIES

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Living Labs, Communities of Practice, Participatory Action Research, Focus Groups, Multivariate Analysis Techniques, Structural Equation Modeling, Case Studies, Qualitative Methods, Qualitative Comparative Analysis (QCA).

## SELECTED PUBLICATIONS

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*In Refereed Journals and Volumes:*

1. **Iliopoulos, C.**, and V. Valentinov. 2018. "Member Heterogeneity in Agricultural Cooperatives: A Systems-Theoretic Perspective." *Sustainability*, 10, 1271; doi:10.3390/su10041271.
2. Pappa, I., **Iliopoulos, C.**, and T. Massouras. 2018. "What Determines the Acceptance and Use of Electronic Traceability Systems in Agri-Food Supply Chains?" *Journal of Rural Studies*, 58(2018): 123-135.
3. **Iliopoulos, C.**, and V. Valentinov. 2017. "Member Preference Heterogeneity and System-Lifeworld Dichotomy in Cooperatives: An Exploratory Case Study." *Journal of Organizational Change Management*, 30(7): 1063-1080.
4. Mantziaris, S., **Iliopoulos, C.**, Theodorakopoulou, I., and E. Petropoulou. 2017. "Perennial Energy Crops vs. Durum Wheat in Low Input Lands: Economic Analysis of a Greek Case Study." *Renewable and Sustainable Energy Reviews*, 80(2017): 789-800.
5. Tinervia, S. Galati, A. Crescimanno, M., **Iliopoulos, C.**, and I. Theodorakopoulou. 2017. "Internal Resources as Tools to Increase the Global Competition: The Italian Wine Industry Case." *British Food Journal*, 119(1): 2406-2420.

6. **Iliopoulos, C.**, M.L. Cook, and F. Chaddad. 2016. "Agricultural Cooperatives in Netchains (Editorial)." *Journal on Chain and Network Science* (Special Issue: Agricultural Cooperatives in Netchains), 16(1): 1-6.
7. Cook, M.L., and **C. Iliopoulos**. 2016. "Generic Solutions to Coordination and Organizational Costs: Informing Cooperative Longevity." *Journal on Chain and Network Science* (Special Issue: Agricultural Cooperatives in Netchains), 16(1): 19-27.
8. Drivas, K., and **C. Iliopoulos**. 2016. "An Empirical Investigation in the Relationship Between PDOs/PGIs and Trademarks." *Journal of the Knowledge Economy*, pp. 1-11. DOI: 10.1007/s13132-016-0386-4.
9. **Iliopoulos, C.** 2014. "Ownership, Governance and Related Trade-Offs in Agricultural Cooperatives." *Dovens Schmidt Quarterly*, 2014(4): 159-167 (doi: 10.5553/DQ/221199812014002004004).
10. **Iliopoulos, C.**, and I. Theodorakopoulou. 2014. "Mandatory Cooperatives and the Free Rider Problem: The Case of Santo Wines in Santorini, Greece." *Annals of Public and Cooperative Economics*, 85(4): 663-681.
11. Bijman, J., and **C. Iliopoulos**. 2014. "Farmers' Cooperatives in the EU: Policies, Strategies, and Organization." *Annals of Public and Cooperative Economics*, 85(4): 497-508.
12. **Iliopoulos, C.**, and I. Theodorakopoulou. 2014. "Measuring and Communicating the True Value of Membership: The Case of the Pindos Poultry Co-operative." Chapter 17 in T. Mazzarol, S. Reboud, and E. Mamouni Limnios (eds.), *Sustainable Co-operative Enterprise: Case Studies of Organisational Resilience in the Co-operative Business Model*. Edward Elgar Publishing, Cheltenham, UK, pp. 223-239.
13. **Iliopoulos, C.** 2014. "Stakeholder Participation in Co-operative Capital in Western Agricultural Co-operatives." In C. Gijssels, L. Zhao, and S. Novkovic (eds.), *Co-operative Innovations in China and the West*. Palgrave Macmillan, Houndmills, UK, pp. 81-97.
14. **Iliopoulos, C.** 2013. "Public Support for Agricultural Cooperatives: An Organizational Economics Approach." *Annals of Public and Cooperative Economics*, 84(3): 241-252.
15. Chaddad, F.R., and **C. Iliopoulos**. 2013. "Control Rights, Governance and the Costs of Ownership in Agricultural Cooperatives." *Agribusiness: An International Journal*, 29(1): 3-22.
16. **Iliopoulos, C.**, Valentinov, V., Kvartiuk, V., and B. Bartkowski. 2013. "Government-Third Sector Relations in European Rural Development: A Critical Perspective." *Nonprofit Policy Forum*, 4(1): 65-80.
17. Tortia, E., Valentinov, V., and **C. Iliopoulos**. 2013. "Agricultural Cooperatives." *Journal of Entrepreneurial and Organizational Diversity*, 2(1): 23-36.
18. Valentinov, V., and **C. Iliopoulos**. 2013. "Economic Theories of Nonprofits and Agricultural Cooperatives Compared: New Perspectives for Nonprofit Scholars." *Nonprofit and Voluntary Sector Quarterly*, 42(1): 109-126.
19. **Iliopoulos, C.**, and I. Theodorakopoulou. 2012. "Generating Member Value: The Case of the Pindos Poultry Co-operative in Greece." In T. Mazzarol and E. Mamouni Limnios (eds.), *Co-operatives in the Fourth Sector-The Role of Member-Owned Businesses in the Global Economy*, pp. 61-78. Prahan, Australia: Tilde University Press.

20. Valentinov, V., and **C. Iliopoulos**. 2012. "Property Rights Problems in Agricultural Cooperatives: A Heterodox Institutional Perspective." *German Journal of Agricultural Economics*, 61(3): 139-147.
21. **Iliopoulos, C.**, and V. Valentinov. 2012. "Opportunism in Agricultural Cooperatives in Greece." *Outlook on Agriculture*, 41(1): 15-19.
22. **Iliopoulos, C.** Theodorakopoulou, I., and T. Lazaridis. 2012. "Innovation Implementation Strategies for Consumer Driven Fruit Supply Chains." *British Food Journal*, 114 (6): 798-815.
23. **Iliopoulos, C.** 2012. Invited Review of the Book: Bryden et al. (eds) 2011. *Towards Sustainable Rural Regions in Europe: Exploring Inter-Relationships Between Rural Policies, Farming, Environment, Demographics, Regional Economies and Quality of Life Using System Dynamics*. New York: Routledge. *International Journal of the Commons*, 6(1): 72-74.
24. **Iliopoulos, C.**, and S. Rozakis. 2010. "Environmental cost-effectiveness of bio diesel production in Greece: Current policies and alternative scenarios." *Energy Policy*, 38: 1067-1078.
25. **Iliopoulos, C.**, and V. Valentinov. 2009. "Toward an Economics of the Rural Third Sector." *International Journal of Agricultural Resources, Governance and Ecology*, 8(5/6): 439-456.
26. **Iliopoulos, C.** 2009. "The Evolution of Solutions to the Free Rider Problem in US Agricultural Bargaining Cooperatives." In A. N. Rezitis (ed.) *Research Topics in Agricultural and Applied Economics*, pp. 77-94. Bentham Science Publishers, ISBN: 978-1-60805-098-7.
27. **Iliopoulos, C.**, and G.W.J. Hendrikse. 2009. "Influence Costs in Agribusiness Cooperatives: Evidence from Case Studies." *International Studies of Management and Organization*, 39(4): 60-80.
28. **Iliopoulos, C.** 2009. "Organisational Remodelling of Agricultural Cooperatives: A Research Agenda." In H. J. Rösner and F. Schulz-Nieswandt (Eds.) *Beiträge der genossenschaftlichen Selbsthilfe zur wirtschaftlichen und sozialen Entwicklung* [Contributions of cooperative self-help to economic and social development], pp. 627-642. Berlin: LIT Verlag.
29. Cook, M. L., Klein, P., and **C. Iliopoulos**. 2008. "Contracting and Organization in Food and Agriculture." Chapter 14 in Jean-Michel Glachant and Eric Brousseau (eds.) *New Institutional Economics: A Guidebook*, pp. 292-304, Cambridge University Press.
30. **Iliopoulos, C.**, and M. L. Cook. 2005. "The Organizational, Financial and Ownership Characteristics of US Agricultural Cooperatives: Survey Results from a New Institutional Economics Perspective." In T. Theurl, and E. Christian (eds.) *Strategies for Cooperation*, pp. 301-23, Shaker Verlag, Aachen, Germany.
31. **Iliopoulos, C.** 2005. "New Generation Cooperatives: The Potential of an Innovative Institutional Arrangement for Mediterranean Food Supply Chains." *MEDIT*, IV(1): 14-20.
32. **Iliopoulos, C.** 2004. "Grecia." In Jose Luis Monzon Campos (ed.) *El Tercer Sector Lucrativo en el Mediterraneo—La Economia Social de no Mercado—I. Espana, Francia, Grecia, Italia y Portugal*, pp. 171-214. CIRIEC-ESPANA.
33. Cook, M. L., Chaddad, F. R., and **C. Iliopoulos**. 2004. "Advances in Cooperative Theory since 1990: A Review of Agricultural Economics

- Literature.” In G.W.J. Hendrikse (ed.), *Restructuring Agricultural Cooperatives*, pp. 65-90, Haveka, the Netherlands.
34. Cook, M. L., **Iliopoulos, C.**, and F. R. Chaddad. 2002. “Cooperative Theory: A New Institutional Economics Approach.” In D. Cobia and D. Barton (eds.) *Cooperatives: An Economic and Management Perspective*, New Jersey: Prentice-Hall. (see: <http://www.agecon.ksu.edu/accc/>).
  35. **Iliopoulos, C.**, and A. Krystallis. 2002. “Consumer Behaviour and Netchain Responses in the Greek Olive Oil Market: Unravelling a Paradox.” In Omta and Trienekens (eds.) *Paradoxes in Chains and Networks*, pp. 119-129. Wageningen University Press, Wageningen, the Netherlands.
  36. Cook, M. L., and **C. Iliopoulos**. 2000. “Ill-defined Property Rights in Collective Action: The Case of US Agricultural Cooperatives.” In C. Menard (ed.) *Institutions, Contracts, and Organizations: Perspectives from New Institutional Economics*, pp. 335-348. London, UK: Edward Elgar Publishing.
  37. **Iliopoulos, C.**, and M. L. Cook. 1999. “The Internal Organization of the Cooperative Firm: An Extension of a New Institutional Digest.” *Journal of Cooperatives*, 14: 77-86.
  38. Cook, M. L., and **C. Iliopoulos**. 1999. “Beginning to Inform the Theory of the Cooperative Firm: Emergence of the New Generation Cooperative.” *Finnish Journal of Business Economics*, December: 525-535.
  39. **Iliopoulos, C.**, N. Kalaitzandonakes, and I. Theodorakopoulou. 1998. “Optimal IPM Strategies for Missouri Soybean Production.” Selected Paper. Abstract in *Journal of Agricultural and Applied Economics*, 30(1): 225.
  40. Cook, M. L., and **C. Iliopoulos**. 1998. “Solutions to Property Rights Constraints in Producer-Owned and Controlled Organizations: Prerequisite for Agri-Chain Leadership?” G. W. Ziggers, J. H. Trienekens, and P. J. P. Zuurbier (eds.) *Proceedings of the Third International Conference on Chain Management in Agri Business and Food Industry*, 541-553. Wageningen, the Netherlands: Wageningen Agricultural University.
  41. Theodorakopoulou, I., **Iliopoulos, C.**, and N. Kalaitzandonakes. 1998. “Cooperative Involvement in Agricultural Biotechnology: Leveraging a Position in the Agri-food Chain?” G. W. Ziggers, J. H. Trienekens, and P. J. P. Zuurbier (eds.) *Proceedings of the Third International Conference on Chain Management in Agri Business and Food Industry*, 555-563. Wageningen, the Netherlands: Wageningen Agricultural University.

*Refereed Conference Papers:*

1. Iliopoulos, C., Theodorakopoulou, I. 2018. “Business Model Innovation in Food Chains and Networks: A Systems Approach to Leading from the Emerging Future.” Paper to be presented at the 13<sup>th</sup> Wageningen Conference on Chain and Network Management (WICaNem 2018), “Sustainability and Innovation in Chains and Networks,” Ancona, Italy, July 2-4, 2018.
2. Iliopoulos, C., Värnik, R., Filippi, M., Völli, L., Laaneväli, k. 2018. “The Evolution of Estonian Agricultural Cooperatives: Governance Under a Systems Thinking Lens.” Paper to be presented at the ICA-2018 Research Conference, Wageningen, The Netherlands, July 4-6, 2018.

3. Theodorakopoulou, I., Iliopoulos, C. "Using systems thinking to Co-create an experiential leadership-training program for wine businesses." Paper to be presented at the UNESCO 'Vine, wine, food and health' Conference, University of Crete, Heraklio, Greece, May 23-26, 2018.
4. Iliopoulos, C. 2017. "Agricultural Cooperatives' Competitive Yardstick Effect: A Critical Reading of Schools of Thought and Empirical Evidence." Paper presented at the Organised Panel Session entitled *On the Competitive Yardstick Effect of Cooperatives*, Organizer: Dr. Marten Graubner, XV European Association of Agricultural Economists (EAAE) Congress, Parma, Italy, August 29-September 1, 2017.
5. Iliopoulos, C. 2017. "The Evolution of Strategies Pursued by European Agricultural Cooperatives: A Systems-Theoretic View." Paper presented at the Organised Panel Session entitled *Stuck in the Middle: Consumers, Producers, and the Challenge to Govern the Cooperative*, Organizers: Prof. Dr. Jos Bijman, Prof. Dr. Markus Hanisch, Prof. Dr. Constantine Iliopoulos, XV European Association of Agricultural Economists (EAAE) Congress, Parma, Italy, August 29-September 1, 2017.
6. Iliopoulos, C. 2017. "Improving Market Outcomes – Enhancing the Position of Farmers in the Supply Chain: Policies on Contracts." Paper presented at the Organised Panel Session entitled *An Academic Perspective on the Agricultural Task Force Report by the European Commission*, Organizer: Prof. Dr. Joost M. E. Pennings, XV European Association of Agricultural Economists (EAAE) Congress, Parma, Italy, August 29-September 1, 2017.
7. Iliopoulos, C. 2017. "Collective Mind in Entrepreneurship: The Case of Agricultural Cooperatives." Paper selected for presentation at the ICA CCR Global Research Conference 2017 "Developing Inclusive, Collaborative and Responsible Businesses: Co-operatives in Theory, Policy and Practice", University of Stirling, Scotland June 20-23, 2017.
8. Galati, A., Crescimanno, M., Tinervia, S., Iliopoulos, C., Theodorakopoulou, I. 2016. "Export Performance and Organisational Models: An Empirical Analysis Based on the RBV Approach." The 9<sup>th</sup> Annual EUROMED Academy of Business (EMAB) Conference, *Innovation, Entrepreneurship and Digital Ecosystems*, University of Warsaw, Poland, September 14-16, 2016.
9. Iliopoulos, C., and V. Valentinov. 2016. "Member Heterogeneity in Cooperatives: A Systems-Theoretic Perspective." Paper presented at the 18<sup>th</sup> International Conference on Cooperative Studies, IGT-2016, 14<sup>th</sup>-16<sup>th</sup> September 2016, Lucerne, Switzerland.
10. Iliopoulos, C., and M.L. Cook. 2016. "Organizational Costs in Agricultural Cooperatives: From Symptoms to Diagnosis to Generic Solutions." Paper presented at the 26<sup>th</sup> Annual IFAMA World Conference & 12<sup>th</sup> Wageningen International Conference on Chain and Network Management (WICANEM), Aarhus, Denmark, June 19-23, 2016.
11. Iliopoulos, C. 2016. "Linking Cooperative Research, Education and Outreach: A Systemic View." Paper presented at the ICA Research Conference, Special Session: Cooperative Education, Almeria, Spain, May 23-27, 2016.
12. Petropoulou, E., Petousi, V., Iliopoulos, C., and I. Theodorakopoulou 2015. "Biomass Crop Production in Greece: Constraints and Future Recommendations." 12<sup>th</sup> Conference of the European Sociological



- Association: Differences, Inequalities and Sociological Imagination, August 25-28, 2015, Prague.
13. Iliopoulos, C., and M.L. Cook. 2015. "Managing Ownership Costs During the Life Cycle of the Agricultural Cooperative." Research Conference of the International Co-operative Alliance (ICA), May 27-30, 2015, Paris, France.
  14. Iliopoulos, C., and I. Theodorakopoulou. 2014. "Organizational Innovation as a Means to Achieving Supply Chain Sustainability: The Case of the Pindos Poultry Cooperative in Greece." Paper accepted for presentation at the 11<sup>th</sup> Wageningen Conference on Chain and Network Management (WiCaNem 2014), *Innovation and Sustainability in Chains and Networks*, 4-6 June 2014, Villa Orlandi, Island of Capri, Naples, Italy.
  15. Iliopoulos, C., and M.L. Cook. 2013. "Property Rights Constraints in Producer-Owned Firms: Solutions as Prerequisites for Successful Collective Entrepreneurship." *Sixth International Conference on Economics and Management of Networks (EMnet)*, Agadir, Morocco, November 21-23.
  16. Iliopoulos, C., and I. Theodorakopoulou. 2013. "Agricultural Cooperatives in the EU Wine Industry." Agricultural and Applied Economics Association & Canadian Society of Agricultural Economists Joint Meeting, Washington, DC, USA, August 2-6, 2013.
  17. Iliopoulos, C., and I. Theodorakopoulou. 2012. "The True Value of Membership: The Case of the Pindos Poultry Co-operative in Greece." Paper presented at the UN International Year of the Co-operative Conference: *Co-operatives in the Fourth Sector: The Role of Member-Owned Businesses in the Global Economy*, University of Western Australia, Perth, Australia, November 8-9.
  18. Valentinov, V., and C. Iliopoulos. 2012. "What can nonprofit economics learn from the theory of agricultural cooperatives?" Paper presented at the XVII International Conference on Cooperative Studies "*Cooperatives in the Focus of a New Economic Policy*." Vienna, September 18-20.
  19. Iliopoulos, C., and F. Chaddad. 2012. "Ownership Costs and Governance in Cooperative Models: An Extension of Hansmann's Theory." Paper presented at the Second International e-RNAC Conference *Cooperative Values in Internationalized Operations*, Helsinki, Finland, June 14-16.
  20. Iliopoulos, C. 2012. "Public Policy Support for Agricultural Cooperatives: An Organizational Economics Approach." Paper presented at the *International Conference on Cooperative Responses to Global Challenges*, Humboldt University, Berlin, March 21-23.
  21. Chaddad, F., and C. Iliopoulos. 2012. "Ownership and Control in Agricultural Cooperatives." Paper presented at the *International Conference on Cooperative Responses to Global Challenges*, Humboldt University, Berlin, March 21-23.
  22. Iliopoulos, C. Theodorakopoulou, I., and T. Lazaridis. 2010. "Innovation Implementation Strategies for Consumer-Driven and Responsive Fruit Supply Chains: The View of European Fruit Experts." Paper presented at the 28<sup>th</sup> International Horticultural Congress, Lisbon, Portugal, August 22-27, 2010.
  23. Theodorakopoulou, I., Iliopoulos, C., and T. Lazaridis. 2010. "Innovation Strategies: An Integrated Theoretical Framework for Consumer-Driven and

- Responsive Fruit Supply Chains.” Poster Paper presented at the 28<sup>th</sup> International Horticultural Congress, Lisbon, Portugal, August 22-27, 2010.
24. Iliopoulos, C., and M. L. Cook. 2010. “Complex Incentive Alignment in Bargaining Associations.” Paper presented at the Annual Conference of the International Society for New Institutional Economics, Stirling, Scotland, UK, June 17-20, 2010.
  25. Iliopoulos, C., and V. Valentinov. 2010. “Understanding Collective Action: Towards an Economics of the Rural Third Sector.” Paper presented at the 9<sup>th</sup> International Conference of the International Society for Third Sector Research (ISTR), Kadir Has University, Istanbul, Turkey, July 7-10, 2010.
  26. Iliopoulos, C. 2008. “From Traditional Cooperatives to Collective Entrepreneurship: Theoretical Approaches and a Research Agenda.” Invited Paper, XIIth International Conference on Cooperative Studies, Theme: «*Contributions of cooperative self-help to economic and social development*», University of Cologne, Germany, October 7– 9, 2008.
  27. Cook, M.L., Burrell, M., and C. Iliopoulos. 2008. “New Producer Strategies: The Emergence of Patron Driven Entrepreneurship.” XIIth Conference of the European Association of Agricultural Economists, Ghent, Belgium, August 26-29, 2008.
  28. Iliopoulos, C. 2007. “Manager Compensation and Influence Costs in Agribusiness Cooperatives.” Paper presented at the 3<sup>rd</sup> International Conference on the Economics and Management of Networks, Erasmus University of Rotterdam, the Netherlands, June 28-30, 2007.
  29. Iliopoulos, C. 2006. “Minimizing Influence Costs in Producer-owned Firms: A Behavioral Economics Approach.” Paper presented at the 7<sup>th</sup> International Conference on Management in AgriFood Chains and Networks, Ede, the Netherlands, May 31-June 2, 2006.
  30. Iliopoulos, C., and M. L. Cook. 2004. “The Organizational, Financial and Ownership Characteristics of US Agricultural Cooperatives: Survey Results Under a New Institutional Economics Perspective.” 15<sup>th</sup> International Cooperatives Forum 2004. Münster, Germany, September 7-9, 2004.
  31. Iliopoulos, C. 2003. “Long-term Financing in US and European Agricultural Cooperatives: Emerging Methods for Ameliorating Investment Constraints.” Selected Paper, NCR-194 Annual Conference, Kansas City, Missouri, USA, October 29, 2003.
  32. Iliopoulos, C. 2003. “Vertical Integration, Contracts, and the Theory of the Cooperative Organization.” Invited Paper, EURESCO CONFERENCE: Vertical Markets and Cooperative Hierarchies: The Role of Cooperatives in the International Agri-Food Industry, Bad Herrenalb, Germany, June 12-16, 2003.
  33. Cook, M. L., Chaddad, F. R., and C. Iliopoulos. 2003. “Informing Inter and Intra Firm Coordination within the Global Food System: The Role of Social Capital.” Allied Social Science Association Meeting, Washington, DC, USA, January 3-6, 2003.
  34. Iliopoulos, C., Krystallis, A., and M. Ness. 2002. “Identifying Demand for High Quality Olive Oil: Strategic Responses and Organizational Design from a Southern-European Perspective.” 2002 Conference of the Food Distribution Research Society, Miami, FL, USA, October 27-31, 2002.

35. Iliopoulos, C. 2002. "Long-term Financing in European Agribusiness Co-operatives: Emerging Methods for Ameliorating Investment Constraints." Annual Meeting of the European Association of Agricultural Economists, Zaragoza, Spain, August 28-31, 2002.
36. Iliopoulos, C. and, A. Krystallis. 2002. "Consumer Behaviour and Netchain Responses in the Greek Olive Oil Market: Unravelling a Paradox." Fifth International Conference on Chain Management in Agribusiness and the Food Industry, Noordwijk aan Zee, the Netherlands, June 6-8, 2002.
37. Iliopoulos C. 2000. "The Evolution of the Greek Cooperative Law: From the First to the Last Order of Economizing." 4<sup>th</sup> Conference of the International Society for New Institutional Economics, Tübingen, Germany, September 22-24, 2000.
38. Iliopoulos, C., and M. L. Cook. 2000. "The Free Rider Problem in US Agricultural Bargaining Cooperatives." Annual Meeting of the American Agricultural Economics Association--Organized Symposium: Managing Membership Issues in Cooperatives), Tampa, Florida, USA, July 28–August 2, 2000.
39. Iliopoulos C. 1999. "Solutions to the Free Rider Problem in US Agricultural Bargaining Cooperatives." 44<sup>th</sup> National and Pacific Coast Bargaining Conference, Vancouver, Canada, December 2-4, 1999.
40. Iliopoulos, C., and M. L. Cook. 1999. "The Efficiency of Internal Capital Markets in Customer-Owned Firms: The Influence Costs Problem." 3<sup>rd</sup> Annual Conference of the International Society for New Institutional Economics, Washington D.C., USA, September 16-18, 1999.

*Invited Conference/Workshop Papers:*

41. Iliopoulos, C. 2017. "Co-Creating and Leading Agricultural Cooperatives from the Emerging Future." Presentation at the International Conference on "International Experience and Success Stories of Co-operatives," Estonian University of Life Sciences and Estonian Chamber of Agriculture and Commerce, 17 November 2017, Estonian University of Life Sciences, Tartu, Estonia.
42. Iliopoulos, C. 2017. "The Evolution of Economic Theories of Agricultural Cooperatives: Schools of Thought, Theory Testing, and Systemic Implications." Berlin Young Researchers' Workshop on "The Study of Cooperatives", Humboldt University, Berlin, March 27-31, 2017.
43. Iliopoulos, C. 2016. "A Few Thoughts on Academic Writing and Publishing." Paper presented at the ICA Research Conference, Young Scholar Writing Workshop, Almeria, Spain, May 24, 2016.
44. Cook, M.L., and Constantine Iliopoulos. 2015. "The Evolution of the Cooperative Life Cycle: Theory? Framework? Diagnostic Tool?" Marketing-Finance Conference, University of Maastricht. Maastricht, the Netherlands, October 8, 2015.
45. Iliopoulos, C. 2014. "The Role of Cook's Life Cycle Framework in Diagnosing Opportunities and Challenges Facing Agricultural Cooperatives in Africa," EDC Workshop, Addis Ababa, Ethiopia, September 1-3, 2014.

46. Iliopoulos, C. 2014. "The Evolution of Research on Agricultural Cooperatives: A Discussion," The Workshop in Institutional Analysis of Social-Ecological Systems (WINS) at Humboldt University of Berlin, Berlin, Germany, July 13-16, 2014.
47. Iliopoulos, C. 2014. "Strategies for Mandatory Cooperatives in the 21<sup>st</sup> Century," Conference Organized by the Network for the Development of Northwestern Chios (AMADES), Chios Island, Greece, July 5, 2014.
48. Cook, M.L., and C. Iliopoulos. 2008. "Comparative Analysis between Cooperatives: A Cross Border Template." International Conference: "The Role of Cooperatives in the European Agro-food System," organized by the Association Internationale d' Economie Alimentaire et Agro-Industrielle, Bologna, Italy, May 28-30, 2008.
49. Iliopoulos, C. 2007. "Collective Entrepreneurship in Europe: Complexity and Evolution of Producer-Oriented Firms." National Conference for Entrepreneurship Research in Food, Agriculture, and Rural Development. Kauffman Foundation, Kansas City, Missouri, USA, October 18-19, 2007.
50. Peitzika, E., Rozakis, S., Iliopoulos, C., Theodorakopoulou I., and N. Danalatos. 2007. "Organization and Efficiency of Biofuel Supply Chains in Greece: From Energy Crop to Energy Production." International Forum for Bioenergy in South-Eastern Europe, Sofia, Bulgaria, April 25-26, 2007.
51. Iliopoulos, C. 2005. "Importance of Cooperatives for Agribusiness Competitiveness in Europe: Changes in Organizational Architecture to Facilitate Strategic Positioning." Fifth International PENSA Conference on Agri-Food Chain/Networks Economics and Management, Ribeirão Preto, Brazil, June 27-29, 2005.
52. Cook, M. L., Iliopoulos, C., and F. R. Chaddad. 2004. "Governance Models in Food Production and Distribution: Evolution and Role of Mutual Vertical Integration." Invited Paper, 8<sup>th</sup> Annual Conference of the International Society for New Institutional Economics, Tucson, Arizona, September 30-October 3.
53. Iliopoulos, C. 2004. "Comparative Cross Border Analysis of User Owned Firms: A Property Rights and Cultural Approach." Sixth International Conference on Chain and Network Management in Agribusiness and the Food Industry, Ede, the Netherlands, May 27-28, 2004.
54. Iliopoulos, C. 2004. "Cooperative Theory through the Lens of Game Theory." EURESCO CONFERENCE: VERTICAL MARKETS AND COOPERATIVE HIERARCHIES: THE ROLE OF COOPERATIVES IN THE INTERNATIONAL AGRI-FOOD INDUSTRY—Strategies and Organization of Agri-Food Cooperatives—Quality Assurance and Vertical Coordination, Chania, Greece, September 3-7, 2004.
55. Iliopoulos, C., and I. Theodorakopoulou. 2003. "Agricultural Research Systems and Future Research Directions in the European Union and the United States: A Preliminary Comparison." Paper Presented at the Conference: *New Vision on European Food and Agricultural Research*, Athens, Greece, May 8-9, 2003.

## RESEARCH IN PROGRESS

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“A Systems Approach to Organizational Costs in Agricultural Cooperatives” (Research project).

“A Systems Theory Approach to Studying Cooperatives and Social Dilemmas” (Paper project with Vladislav Valentinov).

“The Whole-Parts Systemic Relationship in Agricultural Cooperatives” (Paper project with Vladislav Valentinov).

## EDITORIAL BOARDS/SERVICE

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Co-Editor (with Dr Vladislav Valentinov), **Sustainability**, Special Issue on: Cooperative Longevity: Why Are So Many Cooperatives So Successful? [Expected Publication: End of 2018]

Member of the Executive Committee, ICA Committee on Co-operative Research (CCR), Since June 2017.

International Journal on Chain and Network Science, 2004-2016.

Board of Directors & Scientific Board, Electronic Research Network on Agricultural Cooperatives (e-RNAC), 2007 to present.

International Advisory Board, Electronic/European Research Network on Agricultural Cooperatives (e-RNAC), 2005-2007.

## OCCASIONAL REVIEWER FOR:

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- Agribusiness: An International Journal
- Agricultural and Food Economics
- Agricultural and Food Science
- American Journal of Economics and Sociology
- Annals of Public and Cooperative Economics
- Applied Economic Perspectives and Policy
- Australian Journal of Agricultural and Resource Economics
- British Journal of Economics, Management and Trade
- Energy Policy
- European Review of Agricultural Economics
- Forest Policy and Economics
- International Food and Agribusiness Management Review
- International Journal of the Commons
- International Journal of Wine Business Research
- Journal of Behavioral and Experimental Economics
- Journal of Cooperative Organization and Management

- Journal of Entrepreneurial and Organizational Diversity
- Journal of Food System Dynamics
- Journal of International Food & Agribusiness Marketing
- Journal of Organizational Change Management
- Journal of Small Business and Entrepreneurship Development
- Journal on Chain and Network Science
- Kybernetes
- Operational Research: An International Journal
- Renewable and Sustainable Energy Reviews
- Omega

**SELECTED CITATIONS TO MY WORK: 1,229** (Google Scholar, May 4, 2018)

## SELECTED AWARDS

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1. The Nourse Award for best doctoral dissertation on agricultural cooperatives, National Council of Farmer Cooperatives, USA, 1999.
2. Research fellowship by Land O' Lakes, St. Paul, Minnesota, USA, 1998.
3. Travel grant, Robert D. Partridge Chair in Cooperative Leadership, University of Missouri-Columbia, USA, Summer 1997.
4. Graduate Research and Teaching Assistantship, Department of Agricultural Economics, University of Missouri-Columbia, USA, 1995-1998.
5. Friends of Cooperation Society Award for best Master's Thesis on Agricultural Cooperatives, Athens, Greece, 1992.

## SELECTED GRANTS

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1. ANDROS PARK, Budget: 2.5 M €, LIFE Project (EU), September 2017-December 2021.
2. AGRICULTURAL COOPERATIVES AS ECONOMIC CRISIS-ABSORBERS: THE ROLE OF COOPERATIVE OWNERSHIP AND GOVERNANCE, Budget: 50,000 €, Volkswagen Foundation via Leibniz Institute of Agricultural Development in Transition Economies, Halle (Saale), Germany, April 2014-June 2016.
3. ENHANCING DEVELOPMENT THROUGH COOPERATIVES (EDC). Budget: \$600,000, Other Participants: University of Missouri-Columbia, USA, OCDC, CIAT, IFPRI, 2014-2016.
4. SUPPORT FOR FARMERS' COOPERATIVES, European Commission, Contract Number: 30-CE-0395921/00-42. Budget: 1.5 million €, Other Participants: LEI-Wageningen, the Netherlands, Katholic University of Leuven, Belgium, Humboldt University, Germany, Justus Liebig University of Giessen, Germany, Pellervo Economic Research, Finland, Rotterdam Scholl of Management, the Netherlands, 2011-2012.

5. ISAFRUIT: “Increasing fruit consumption through a trans-disciplinary approach delivering high quality produce from environmentally friendly, sustainable production methods.” Budget: 13.8 million €, Participants: 61 partners – 40 institutes and 21 small and medium-size Enterprises (SMEs); FP6 (EU), 2006-2010
6. THE ECONOMICS AND ORGANIZATION OF THE GREEK BIODIESEL AND PELLET SUPPLY CHAINS, European Tobacco Fund, Budget: 1, 08 million €, 2006-2009.
7. SUPPORTING TOBACCO PRODUCERS TO SWITCH TO ALTERNATIVE OCCUPATIONS, EU Regulation 2182/2002, Budget: 700,000 €, European Tobacco Fund, 2003-2006.
8. INSTITUTION BUILDING IN THE DEPARTMENT OF FISHERIES AND AQUACULTURE, Malta (MT02/IB/TL/AG/03), European Union, November 2003.
9. MASTER PLAN OF THE NATIONAL AGRICULTURAL RESEARCH FOUNDATION 2003-2007, National Agricultural Research Foundation, Budget: 90,000 €, 2002-2003.
10. AGRICULTURAL BARGAINING COOPERATIVES FOR THE 21<sup>ST</sup> CENTURY: SOLVING THE FREE-RIDER PROBLEM, Budget: \$50,000, USDA, 1998-2000.

## TEACHING/TRAINING EXPERIENCE

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### *At the Agricultural Economics Research Institute, Athens, Greece:*

Educational Program “Systemic Approaches to Agribusiness and Cooperative Leadership Development,” (forthcoming, Spring 2018).

Graduate course “Agribusiness Organization, Coordination and Management,” January-May 2007.

Numerous executive education programs on leadership development for cooperative executives and board members.

### *At the Agricultural University of Athens, Greece:*

Agribusiness Economics and Management (MBA in Agribusiness Program), 2013-...

Strategic Management in Agribusiness (MBA in Agribusiness Program), 2015-...

The Economics and Management of Cooperatives (Undergraduate, 5<sup>th</sup> year course), 2008-2012.

Social Economy (Graduate course), 2009.

*At the University of Missouri, Columbia, USA:*

Cooperative Life Cycle Course for Board Members and Top Management of US Agricultural Cooperatives, Graduate Institute of Cooperative Leadership (GICL), University of Missouri-Columbia, USA, 2013 to present.

New Institutional Economics (Graduate Research Assistant), 1997-1998.

Introduction to Agribusiness Management (Graduate Research Assistant, undergraduate course), 1995-1998.

Agribusiness and Cooperative Management (Graduate Research Assistant, graduate course), 1995-1998.

*Elsewhere:*

Numerous executive and board member seminars for leaders of agricultural cooperatives in Europe, the U.S.A., Oceania, and Africa.

More than 100 invitations to present my research in prestigious academic and business meetings.