SPYROS MAKRIDAKIS

14/4/2016

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https://en.wikipedia.org/w/index.php?search=makridakis&title=Special%3ASearch&go=Go

HIGHER EDUCATION

PhD : New York University, Graduate School of Business

Administration, 1969

MBA : New York University, Graduate School of Business

Administration, 1968

Diplôme : Graduate School of Industrial Studies, Piraeus,

Greece, 1964

ACADEMIC AFFILIATIONS

2014 June - Rector, Neapolis University of Pafos (NUP)

2008 Sept - : Emeritus Professor of Decision Sciences, INSEAD

2007 Sept - 2008 Sept : Distinguished Research Professor INSEAD

2006 Sept - 2007Sept : Professor Emeritus, INSEAD

1984 - 2006 : Research Professor, INSEAD

1988 - 2001 : Editor, **International Journal of Forecasting**

1985 - 1988 : Founding Editor-in-chief, **International Journal of**

Forecasting

1987 (Summer) : Visiting Professor, University of Hawaii

1981 - 1984 : Founding Editor-in-chief, **Journal of Forecasting**

1984 : Visiting Professor, McGill University

1976 - 1984 : Professor, INSEAD

1978 (Winter) : Visiting Scholar, Harvard University

1972 - 1976 : Associate Professor, INSEAD

1974 (Winter) : Visiting Scholar, MIT

1970 - 1972 : Assistant Professor, INSEAD

1972 (Winter) : Visiting ICAME Scholar, Stanford University

1971 (Summer) : Research Fellow, International Institute of

Management, Berlin Germany

1969 - 1970 : Assistant Professor, Rutgers University, New

Brunswick, New Jersey

1969 : Instructor, Farleigh Dickinson University, New

Jersey

1966 - 1968 : Research Assistant and Lecturer, New York

University

BUSINESS AFFILIATIONS

2009 - **NBG Pangaea,** Member of the Board and President of the Audit

Committee (Greece's biggest REIT, Real Estate, listed in the

Athens Stock Exchanged)

2004 - 2008 **PrivatSea,** Chairman of the Board (a Latsis Group company

dealing with Mega-Yachts)

2000 - 2004 Lamda Development, Chairman of the Boarld (a real estate

development company, part of the Latsis Group, listed in the

Athens Stock Exchange)

1998 – 2000 **TelePassport SA,** Chairman of the Board (a company offering

telecommunication services in Greece)

Chairmanship/Membership in the following Boards of Directors:

- Hellix Lamda, Chairman of the Board, (a Lamda Development affiliate offering data center, co-location, services)
- **o** QMS (Quality Management Systems), Chairman of the Board, (a company offering educational services and customer satisfaction surveys to banks)
- o VoiceWeb, Chairman of the Board, (a start-up offering Voice recognition services)
- e-Solutions, Vice-Chairman of the Board (a B2C firm offering banking and other Internet services to firms and Consumers)
- **o BE** (Business Exchange), Member of the Board, (a B2B company offering procurement and related services to business firms)
- o HOL (Hellas On Line), Member of the Board, an Internet and IP Telephony company
- o EFG Property, Member of the Board, a real estate REIT company
- o Flisvos Marina, Member of the Board, (a company with a long term consession contract to manage one of the biggest Marinas in the South-Eastern Mediterenean basin)
- o **PrivatSea**, serving as Member of the Board of PrivatSea Projects and PrivatSea Yachting (companies associated with building and managing Mega Yachts)
- o **PrivatSea Club**, Chairman of the Board.

RESEARCH INTERESTS

- ➤ Decision Making under Uncertainty: How we can make decisions and cope with future uncertainty given our inability to forecast accurately and our human nature driven by greed, fear and hope. This project has evolved into a book (Dance with Chance: Making Luck Work for You), written jointly with Robin Hogarth and Anil Gaba, that was published in 2009 by OneWorld. The book presents empirical evidence from the areas of Medicine, Investments, and Business and provides guidelines for improving our decision making abilities to be able to rationally cope with future uncertainty,
- > Medical Decision Making: Given that medicine is not a science and that new medical research quite often contradicts old findings the question is how one can minimize the negative impact of faulty diagnosis and incorrect proposed treatment. The research aims at proposing guidelines to avoid serious mistakes and safeguard against the over commercialization of medical care. An article published in *Openheart* exposes the methodological, epistemological and statistical problems in published medical studies in the area of hypertension and discusses what needs to be done to improve the scientific status of medicine.

PUBLICATIONS

BOOKS:

Makridakis, S. and Taleb, N., (Guest Editors), **Decision making and planning under low levels of predictability**, *International Journal of Forecasting*, Volume 25, Number 4, 2009

Makridakis, S., Hogarth, R. and Gaba, A., **Dance with Chance: Making Luck Work for You**, Oneworld publications, 2009, paperback revised and expanded edition 2010.

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Makridakis, S., Wheelwright, S., and Hyndman, R., **Forecasting: Methods and Applications** (Third Edition) Wiley, 1998, 642 pages (First Edition 1978, Second Edition 1983)

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Makridakis, S., Papagiannakis, L. and Caloghirou, G., **Greek Management: Current State and Emerging Trends** (in Greek), EAΣE, Athens, 1996, 172 pages.

Makridakis, S., (ed), **Single Market Europe: Opportunities and Challenges for Business**, Jossey-Bass Inc, 1991, 369 pages; French Version **Le Défi Européen**, Les Editions d'Organisation, 1991, 374 pages. Translated into Spanish.

Makridakis, S., **Forecasting, Planning and Strategy for the 21st Century**, The Free Press, 1990, 293 pages, translated into Japanese and Spanish. Included in the list of the "One Hundred Most Influencial Futurist Books" compiled in **The Encyclopedia of the Future**.

Makridakis, S., and Wheelwright, S., Forecasting Methods for Management (Fifth Edition), Wiley Interscience, 1989, 382 pages, translated into French, Russian, Japanese, Spanish, Chinese, Italian, German, Romanian, Portuguese and Bah-Indonesian (First Edition 1973, Second Edition 1977, Third Edition 1980, Fourth Edition 1985).

Makridakis, S., Winkler, R., Desplas, M., **PSI: Programmes de statistique interactifs**, Les Editions d'Organisation, 1988, 386 pages.

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Makridakis, S., Wheelwright, S., Interactive Forecasting: Univariate and Multivariate Methods, Second Edition Holden-Day, 1978, 650 pages: Teacher's Manual First Edition, 1975).

Wheelwright, S., Computer-Aided Modeling for Managers, Addison-Wesley, 1972, 197 pages, translated into Spanish.

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Makridakis, S. and NiNicolantonio, J., "Hypertension: Empirical Evidence and Implications in 2014", **OpenHeart**, 2014:1:e000048. doi: 10.1136/openhrt-2014-000048 (This article although published in a medical journal examines the methodological, epistemological and statistical problems in medical studies that are mainly responsible for the refutation of the findings of previous studies by those of new ones).

Petropoulos, F., Makridakis, S., Assimakopoulos, V., Nikolopoulos, K., "'Horses for Courses' in Demand Forecasting", **European Journal of Operational Research**, Vol. 237, No 1, 2014, pp 152-163

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Voudouris, I., Lioukas, S., Makridakis, S., and Spanos Y., "Greek Hidden Champions: Lessons from Small, Little-Known greek Firms", **European Management Journal**, Vol 18, No. 6, December 2000, pp 663-674, reprinted in **Strategies**.

Makridakis, S. and Hibon, M. "The M3-Competition: Results, Conclusions and Implications", **International Journal of Forecasting,** Vol. 16, No. 4, 2000, pp 451-476.

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Armstrong, J. S., Koehler, A. B., Fildes, R., Hibon, M., Makridakis, S., and Meade, N., "Commentaries on "Generazing about Univariate Forecasting methods: Further Empirical Evidence", **International Journal of Forecasting**, Vol. 14, No. 2, 1998, pp 339-367

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Makridakis, S., and Hibon, M., "ARMA Models and the Box-Jenkins Methodology", **Journal of Forecasting**, Vol. 16, 1997, pp 147-163.

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Winkler, R., and Makridakis, S., "The Combination of Forecasts", **Journal of the Royal Statistical Society**, A, 1983, 145, Part 2, pp. 150-157.

Makridakis, S., et. al., "The Accuracy of Extrapolative (Time Series) Methods: Results of a Forecasting Competition", **Journal of Forecasting**, Vol. 1, No. 2, 1982, pp. 111-153 (lead article, was voted, in 2005, as the most favourite paper published, during the last 25 years, in the field of forecasting. It is the most cited paper in the field of forecasting).

Makridakis, S., "A Chronology of the Last Six Recessions", **OMEGA**, Vol. 10, No. 1, 1982, pp. 43-50.

Makridakis, S., "If We Cannot Forecast How Can We Plan?", **Long Range Planning Journal**, Vol. 14, No. 3, 1981, pp. 10-12 (lead article).

Hogarth, R., Makridakis, S., "Forecasting and Planning: An Evaluation", **Management Science**, Vol. 27, No. 2, 1981, pp. 115-138 (lead article). Reprinted in several books of readings:

Hogarth, R., Makridakis, S., "The Value of Decision Making in a Complex Environment: An Experimental Approach", **Management Science**, Vol. 27, No. 1, 1981, pp. 93-107.

Makridakis, S., "Forecasting Accuracy and the Assumption of Constancy, **OMEGA**, Vol 9, No. 3, 1981, pp. 307-311.

Makridakis, S., Wyplosz, C., "Comparative Accuracy Measures", Cahiers du Centre d'Etudes de Recherche Opérationnelle, Vol. 22, Nos. 3-4, 1980, pp. 225-264.

Makridakis, S., Sultan, R., "Le Choix de l'Horizon et des Techniques de Prévision", **Revue Française d'Analyse Financière 4-Trimestre**, 1979, pp. 39-45.

Makridakis, S., Hibon, M., "Accuracy of Forecasting: An Empirical Investigation", (with discussion), **Journal of the Royal Statistical Society**, Series A, Vol. 142, Part 2, 1979, pp. 79-145 (lead article).

Faucheux, C., Makridakis, S., "Automation or Autonomy in Organizational Design", **International Journal of General Systems**, Vol. 5, 1979, pp. 213-220.

Makridakis, S., Wheelwright, S., "Forecasting: Framework and Overview", **TIMS Studies in the Management Sciences**, Vol. 12, 1979, pp. 1-15.

Makridakis, S., Wheelwright, S., "Forecasting the Future and the Future of Forecasting", **TIMS Studies in Management Science**, Vol. 12, 1979, pp. 330-354.

Makridakis, S., Wheelwright, S., "SIBYL/RUNNER: An Interactive Forecasting System", **Journal of Marketing Research**, Vol. XV, May 1978, pp. 270-277.

Makridakis, S., "Time-Series Analysis and Forecasting: An Update and Evaluation", **International Statistical Review**, Vol. 6, 1978, pp. 255-278.

Makridakis, S., Wheelwright, S., "SIBYL/RUNNER: An Interactive Forecasting Package", **American Statistician**, Vol. 32, No. 3, 1978, pp. 109-110.

Makridakis, S., Hibon, M., "Système Interactif de Prévisions: II méthodes multivariées", **Revue Française d'Automatique, d'Informatique et de Recherche Opérationnelle**, Vol. 12, No. 3, 1978, pp. 247-254.

Makridakis, S., Wheelwright, S., "Forecasting: Issues and Challenges for Marketing Management", **Journal of Marketing**, October 1977, pp. 24-38.

Makridakis, S., "The Second Law of Systems", **International Journal of General Systems**, Vol. 4, September 1977, pp. 1-112 (lead article).

Makridakis, S., Wheelwright, S., "Adaptive Filtering: An Integrated Autoregressive Moving Average Filter", **Operational Research Quarterly**, Vol. 28, 1977, pp. 425-437.

Majani, B., Makridakis, S., "Can Recessions be Predicted?", **Long Range Planning Journal**, Vol. 10, April 1977, pp. 31-40, translated into French and reprinted in **Cahiers de l'AFEDE**, No. 7, June 1978, pp. 39-55.

Makridakis, S., "A Survey of Time Series", **International Statistical Review**, Vol. 44, No. 1, 1976, pp. 20-70.

Faucheux, C., Laurent, A., Makridakis, S., "Can We Model the Wild World or Should We First Tame It?", **Management Science**, (Special Issue on **World Modelling**, Editor: Churchman, C.W., and Mason, R.O.), Vol. 2, 1976, pp. 107-115.

Makridakis, S., "Forecasting: Its Uses and Limitations", **European Business**, Winter 1975, pp. 48-62.

Makridakis, S., Hodgsdon, A., Wheelwright, S., "An Interactive Forecasting System", **American Statistician**, Vol. 28, No. 4, (November 1974), pp. 153-158.

Makridakis, S., Wheelwright, S., "Cybernetic Oriented MIS", **Management International Review**, Vol. 14, No. 1, 1974, pp. 45-65.

Doktor, R., Makridakis, S., "Computer Simulation Network Experiments: An Application of Stability Theory", **General Systems**, Vol. 19, 1974, pp. 195-199.

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Makridakis, S., Wheelwright, S., "An Analysis of the Interrelationship Among Major Stock Exchanges", **Journal of Business Finance and Accounting**, Vol. 1, No. 2, 1974, pp. 1-21 (lead article).

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Makridakis, S., Wheelwright, S., "Integrating Forecasting and Planning", **Long Range Planning Journal**, Vol. 6, No. 3, 1973, pp. 53-63 (reprinted in Planung und Kontrolle: Probleme der Strategischen Unternehmensfuhrung, (ed. H. Steinmann), Verlag Vahlen, München, 1981, pp. 167-189).

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Makridakis, S., Hogarth, R., and Gaba, A., "An illusion of control can have hidden costs," **Financial Times,** July 6, 2009.

Makridakis, S., How Happy Are We? **In Vitro**, (in Greek) March 2010, pp 30-31.

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Makridakis, S., Dougier, H., "Le Management, Science de l'Action", in **L'Entreprise Moderne**, ed., H. Dougier, Centre d'Etude et de Promotion de la Lecture, Paris, 1972, pp. 298-332.

Makridakis, S., Wheelwright, S., "Quantitative and Technologische Methoden der Prognosen und Planung Systeme", **Vortrage zur Marktforschung** 20/21, **BDM**, pp. 1-53, 1971.

In addition numerous book reviews have been published in many different journals and many articles written for magazines and newspapers.

OTHERS

COMPUTER PROGRAMS:

Main designer and developer of the ISP (Interactive Statistical Programs). ISP is a set of programs which allows students to learn statistics while using the computer. The Programs include self-teaching modules of all major statistical concepts, exercises and appropriate commands that cover all statistical areas. It is widely used on personal computers all over the world.

Main designer and developer of the SYBYL-RUNNER (univariate and multivariate) interactive forecasting system, which was running in most major time-sharing networks - including the G.E. Mark III system - in the USA, England, France and many other countries. In addition, it was available for over 20 different types of mainframe and microcomputers with extensive use in both academic institutions and among business and government organizations. Today it is running in a windows version.

Main designer and developer of FUTURCAST. FUTURCAST mainframe includes all major forecasting methods and provides features for incorporating judgement into the forecasts. A shorter version of FUTURCAST runs on personal computers.

EDITORIAL AND MAJOR PROFESSIONAL CONTRIBUTIONS:

Founding Editor-in-Chief of the **Journal of Forecasting**, (John Wiley & Sons), 1981.

Founding Editor-in-Chief of the **International Journal of Forecasting**, (North Holland), 1985.

President, International Institute of Forecasters (1984-1986).

Member of the Board, International Institute of Forecasters, 1981-1998

Program Chairperson of the **Second International Symposium on Forecasting**, 1982.

General Chairperson of the Sixth International Symposium on Forecasting, Paris, France, 1986.

General Chairperson of the **Tenth International Symposium on Forecasting** in Delphi, Greece, 1990.

Elected council member, The Institute of Management Science (TIMS), 1988-1992.

Associate Editor of Management Science, 1982-1992.

Editor International Journal of Forecasting, 1998 -

Member of the Editorial Board Cahiers du Centre d'Etudes de Recherche Opérationnelle, RAIRO, and International Journal of Benchmarking for Quality and Technology Management.

Editor of Special Issue on The Future of Forecasting, 1988.

Editor of Vol. 12 of TIMS Studies in Management Science devoted to Forecasting, 1979.

Reviewer for JASA, ORQ, RAIRO, Journal of Business, Decision Sciences, Business and Economic Statistics, Management Science, Journal of the Royal Statistical Society, Applied Statistics, Omega, Journal of Operations Management, International Transactions in Operational Research, Journal of the Operational Research Society.

PERSONAL

DATE OF BIRTH : 22 April 1941

NATIONALITY : Greek

MARITAL STATUS : Married, four children

MILITARY SERVICE : 1962-1964 - served in the Greek Navy as a member

of the Hellenic Navy Sailing Team

INTERESTS : <u>Sailing</u>

Participant in many international sailing championships, often as single Greek representative.

Member of the Greek sailing team at the Olympic

Games in Rome, Italy.

Tennis, Windsurfing, Chess.