

# Nikos Kotalakidis, PhD

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Dr. Nikos Kotalakidis is a Senior Associate, Engagement Leader with Booz & Company's New York office. Nikos' professional background comprises of experiences in private, public and non-profit sector. At Booz & Company, Nikos has worked in a variety of projects covering corporate strategy, business model development, due diligence, marketing, competitive benchmarking, and change management. Nikos has extensive experience with the media, entertainment, communications, healthcare and information management industries.

## Since 2005, Nikos' engagements at Booz & Company include:

- A strategy assessment on behalf of an international *private equity firm* to assess risks and opportunities in the *digital convergence market*. For the purposes of this study, Nikos:
  - Analyzed impact of rapidly spreading new consumer behaviors (consumer generated content, "for free mentality", virtual communities, etc) and the enabling disruptive technologies (IP, WiMax, etc) on media, wire-line, wire-less, cable, satellite, internet, software and hardware industries
  - Analyzed the emerging revenue models; economies of scale; cost optimization opportunities; customer life time value; marketing; product and service integration of emerging "triple" and "quadruple" service bundles
  - Created five case studies on the convergence industry's most innovative players, examined their business models and identified best practices and sources of competitive advantage
- A *due diligence* on behalf of an international *private equity firm* which was considering to buy an *integrated media company* producing, licensing and distributing TV animation in Europe and the US. Nikos' work enabled the client to develop a firm understanding of the target's business outlook, competitive landscape and revenue growth potential. On this engagement, Nikos:
  - Managed team of three associates to analyze the target's diverse business lines and revenue streams, including production of TV content, licensing of IP, distribution of library content, operation of new media channels (VOD, mobile TV, online and cable channel)
  - Tested the growth assumptions of the target's investment memorandum and developed a sensitivity analysis based on industry benchmarks and competitive analysis
  - Analyzed extensive broadcasting and programming data from US and European networks to substantiate hypotheses regarding the demand for animation content and the fragmentation of the production industry
- A *business case development* to support efforts of a consortium of a State University, Medical School and three regional hospitals to develop an Academic Health Center (AHC), secure private and public financing and establish a sustainable long term strategy. For the purposes of this \$200 million investment project, Nikos:
  - Modeled the business case and owned the broader economic cost-benefit analysis
  - Led development of academic research and clinical service differentiation strategy by managing working groups of internal and external experts
  - Assessed broader healthcare market trends and regional needs (market-back analysis) against existing capabilities within partnering organizations (asset-forward analysis)
  - Determined set of core strategic project initiatives to plan development towards leading AHC and estimated required investments to develop required capabilities

- Developed matrix of process milestones, metrics and benchmarks to measure development of internal capabilities build-up as well as realization of external target outcomes
- *A corporate strategy* to support leading US home health provider design and assess its 5 year strategy. For the purposes of the this project, Nikos:
  - Led development of strategic assessment of the opportunities and threats of emerging new technologies, e.g. telehealth, telemedicine, and remote monitoring
  - Developed competitive strategy to help client organization protect its leading market share in core businesses against new competitive formats and also develop new revenue streams along the whole continuum of care
  - Designed a strategic framework to leverage effectively opportunities of expected market consolidation
  - Game-planned potential regulatory changes following 2008 Presidential election and proposed reform plans to broadly expand coverage and access to healthcare
- *A digital strategy* for one of the world's preeminent public and research *libraries*. His work enabled the library to improve the utilization (traffic, transactions, duration of visit) of its online resources; and to adopt a new strategic vision and direction for its branch libraries. For the purposes of this study, Nikos:
  - Owned the development of library's virtual strategy and collected and modeled data to baseline the digital library's performance and utilization
  - Conducted competitive landscape analysis to analyze impact of disruptive new technologies; changing consumer behaviors; and emerging substitutes on the libraries' value proposition
  - Analyzed comparable statistical and performance data and interviewed top executives of peer institutions to develop and test hypotheses about global strategy initiatives in the area of media and information management
- *A corporate strategy* to assist two leading regional *Heath Plans* in their integration efforts. For the purposes of this highly sensitive integration project which was standing under the scrutiny of public media as well as federal and state agencies, Nikos:
  - Drove the development of "NewCo's" integrated strategy towards Consumer Directed Healthcare (CDHC)
  - Managed client teams from both partnering organizations to collect and analyze data in a "clean room" environment, thus preserving each organization's competitiveness and confidentiality
  - Analyzed each individual organization's "consumerism" capabilities (gaps) and developed benchmarking criteria to assess their respective capabilities towards each other as well as towards external competitor organizations
  - Identified potential synergies, redundancies and remaining gaps if the two organizations were to combine their resources and capabilities
  - Estimated the Net Present Value of the required investments based on different business scenaria affecting enrollment, medical costs and admin costs

#### **Prior to Booz & Company work experience**

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| 2005 | <p><b>"Go-To" Film Fund by "This Is That "&amp; "Anonymous Content"</b></p> <p><b>Associate</b></p> <ul style="list-style-type: none"> <li>● Owned the operational, financial and strategic "risk factors" analysis for the Public Placement Memorandum of the GO TO Film Fund, a 250 MM large fund for the production of 16 independent films</li> <li>● Drove industry and competitive landscape analysis for the film industry; designed metrics to measure performance and identified sources of competitive advantage</li> </ul> | <b>New York</b> |
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- 2001 - 2004 **United Nations, Permanent Mission Of Greece, 2003 EU Presidency** **UNO/New York**  
**Special Advisor, Information & Communication Technologies; Sustainable Development**
- Coordinated 2003 EU Presidency in UN Committees on Peacekeeping and Information; Built consensus among 25 EU Members and defended positions against other political groups in UN General Assembly
  - Produced strategic report on economic and social impact of UN mine action and humanitarian assistance programs in Afghanistan, 2002; evaluated program progress and designed benchmarking methodology
  - Produced and presented white papers; drafted UN resolutions and speeches for minister level officials
  - Awarded UN Institute for Training and Research certificates in: Public Private Partnerships, 2002; New Communication Technologies and Diplomacy, 2001
- 1997 - 2001 **GLASSCON SA (Engineering firm for innovative renewable resources /Photovoltaic appliances and systems)** **Athens, Greece**  
**Co-Founder and Board Member**
- Developed business case and marketing strategy; negotiated financing and partnership agreements
  - Led negotiations in bidding competitions for public tenders and private development projects and acquired new clients generating accumulated billings exceeding \$11 MM
  - Won and negotiated agreements with international glass systems manufacturers for exclusive representation in emerging markets in Southeastern Europe.
  - Experience in photovoltaic - renewable resources investments - - facade engineering - air cushions - stainless steel mesh - special fabric/rods constructions - smart shading systems - canopies - cladding - open/close roofs

## Education

Nikos received his MBA from Columbia Business School with a concentration in Strategy and Marketing. He was the recipient of the Columbia Business School Graduate Business Association's "Student Innovation Award for leadership and achievement" as well as the "Paul Nichoplas" Columbia University Interschool Fellowship.

Nikos holds also a PhD in International Affairs and Constitutional Law with High Distinction (magna cum laude) from the University of Hamburg and a Law Degree from the University of Heidelberg, Germany.

Nikos graduated from the German High School in Thessaloniki Greece with the Top Academic Honors Award of the Greek Ministry of Education for achieving best-in-class results at the High School graduation exams (Apolyterion).

## Additional Information

- **Published** academic book on the relationship of the "Individual and the Society", and several articles on wide ranging topics, including "Show-biz and Terrorism", the "International Criminal Court" and the "Production of Greek Wine"
- **Selected** into Atlantik Brücke's European Young Leaders Program, a transatlantic network comprising of select politicians, professionals, entrepreneurs and academics who have early distinguished themselves for their leadership potential
- **Produced and directed short film:** Shown in 2001 Thessaloniki International Film Festival and NYC Cantor Film Centre; Graduated from NYU's 12 weeks intensive program in Film Production
- **Served military service:** Lead Advisor to Greek UN Military Attaché
- **Languages:** English (fluent); German (fluent); Greek (native)
- **Sports:** Avid basketball player; squash; beach volley

