

PROFESSOR DAVID FAULKNER

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Professor David O. Faulkner Bsc (Econ) MA (OXON), D Phil, FIMC



CURRICULUM VITAE

1. PERSONAL DETAILS

Address: 18 Oxford House, John Smith Drive,
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Marital Status: Married, 5 children (4 adult plus and daughter aged 17)

2. KEY EXPERIENCE: SUMMARY

David Faulkner is an Oxford educated economist by background, who prior to becoming an academic 24 years ago spent much of his earlier career as a strategic management consultant, and business builder. He is Emeritus Professor of Strategy at Royal Holloway, University of London, and formerly Visiting Research Professor, The Open University. In the Emeritus phase of his career he has become International Dean Corporate Governance at Universal Business School, Karjat, Mumbai, India, is President of Universal Business School, Oxford, and is a Director of Unihecs Ltd, Hong Kong. Until 2003 he was an Official Student (Fellow) at Christ Church, Oxford and Member of the Governing Body, and an Oxford University Lecturer in Management Studies (Strategic Management). He has been in recent years Deputy Director of the Oxford University Said Business School, Director of the MBA programme for the Oxford University, Director of Undergraduate Programmes, Chief Examiner for the MBA, Chairman of the Graduate Studies Committee, Chairman of the Faculty of Management. On moving into academic life in 1989, he became a lecturer in the Strategy Group in the Cranfield School of Management, and gained a Doctorate from

Oxford University (D Phil), researching into conditions for success in International Strategic Alliances. He was also a Research Fellow at the Judge Institute at Cambridge working with Professor John Child on research into partnerships and M&A between British and foreign firms with emphasis on changes in management methods resulting from them. In his earlier career he spent seven years with McKinsey as a Strategic and Organisational consultant, and was Head of Strategy Consulting for Arthur D. Little Ltd. He was also Managing Director of the UK office of SIAR (The Scandinavian Institute for Administrative Research), the Stockholm-based international strategic consulting group, Corporate Finance Director of London and Continental bankers and for a seven year period an entrepreneur running his own sports goods company focused on the Frisbee disc. During his academic career, in addition to lecturing, he has focused strongly on research output, and in addition to his thesis, has published 13 books and a number of papers. He was founder of MCC and is President of Universal Business School, Oxford. As a person he is something of a keep fit character. He attends the gym as often as possible, jogs, and ran the London Marathon in 2002, 2004 and 2007.

His published or edited 13 books, are shown below:-

The Challenge of Strategic Management with G.Johnson (Kogan Page 1992)

1. **The Essence of Competitive Strategy** with C.Bowman (Prentice-Hall 1994)
2. **International Strategic Alliances: Cooperating to Compete** (McGraw Hill 1994)research-based book
3. **Competitive and Corporate Strategy** with C.Bowman (Irwin Books 1996),
4. **Strategies of Cooperation: Managing Alliances, Networks and Joint Ventures** with Professor John Child (OUP 1998) research-based book,
5. **The Dynamics of International Strategy** with Professor Susan Segal-Horn (International Thomson 1999)
6. **Cooperative Strategies: Business, Economic and Organisational Issues** with Mark de Rond ,OUP (2000).book based on papers from two conferences
7. **The Management of International Acquisitions** with J.Child and R.Pitkethly (2001) OUP; research-based book
8. **The Oxford Handbook of Strategy** (OUP 2003) edited, with Andrew Campbell
9. **Strategy: Critical Perspectives on Business and Management** (Routledge 2002)
10. **Cooperative Strategy** with Prof John Child (University of Birmingham) and Prof Steve Tallman (University of Utah) OUP
11. **International Strategy; The Dynamics of Global Management** with Prof Susan Segal-Horn (Open University) Thomsons
12. **The Handbook of Mergers and Acquisitions, 2012** OUP Edited with Dr Satu Terrikangas and Rick Joseph

3. EDUCATION:

King's College School, Wimbledon

School Prefect and Head of House;

5 GCE O levels and 3 GCE A levels in French, German and English Literature

London University (External)

BSc (Econ), International Economics

Carried out mostly by distance learning whilst in the RAF in Cyprus

Exeter College, Oxford

MA, Politics, Philosophy and Economics

Webb Medley Prize for Undergraduate who contributed most to College life.

Open Exhibition awarded after 1st year. Played tennis for Oxford University 1st team

Templeton College, Oxford

D Phil in Strategic Management.

Thesis on 'International Strategic Alliances; Key Conditions for their Effective Development'

4. MILITARY SERVICE:

Royal Air Force, Flying Officer/Navigator

Aircrew, General Duties branch, Nos 6 and 32 Squadrons.

Commenced as national service and subsequently extended to 5 year short service commission

Played tennis for Middle East Air Force, and for Flying Training Command

Studied for BSc (Econ) degree

5. EMPLOYMENT

RECORD: 2009 to present

Emeritus Professor Royal Holloway, University of London, Founder and President, Universal Business School, Oxford, and Dean, Corporate Governance, Universal Business School, Karjat, Mumbai, India.

2003 to 2009

Professor of Strategy Royal Holloway University of London

Member of Executive Committee, School of Management

Member of Teaching and Learning Committee

Member of Research Committee

Programme Director, MBA and MSc in International Management

1995-2003

Official Student (Fellow) Christ Church, University of Oxford, and Tutor in management

Deputy Director, Said Business School University of Oxford and Director of the MBA

Visiting Research Professor The Open University

Deputy Editor, European Business Journal

DBA supervisor and External examiner, Henley.

Visiting Professor in Competitive Strategy Georgetown University at Trinity College Oxford graduate programme, 1991 to 2011, and Course Director of the undergraduate programme.

Employed or visiting lecturer or PhD supervisor or examiner in strategy in the following universities:- Aarhus, Denmark, Birmingham, Cambridge, Cranfield, Georgetown, USA, Henley/ Brunel, INSEAD, Lancaster, LBS, Oxford, Warwick.

Research Fellow, The Judge Institute of Management Studies, University of Cambridge;

1994-1995

Research Fellow and Project Director University of Cambridge Centre for Business Research, and The Judge Institute of Management Studies

1989-1994

Lecturer in Strategic Management, Cranfield School of Management.

Strategy course Director and Internal examiner of MBA and Member of the Graduate Programmes Committee Cranfield University Internal PhD Examiner 1993

Visiting Professor, for Grand Ecole des Ponts et Chaussees at University of Belgrano, Argentina 1991

Visiting lecturer at Templeton College Oxford (1989 to 1993)

Director, Oxford Management Consultants Limited, which carries out strategy consulting work for public and private clients

1987 - 1989

Managing Director: SIAR/Bossart Planning Ltd, London office of international strategic management consultancy. Majority of work involved in financial services and strategic alliances for 'EC 1992'. Major clients - Pearl Assurance and General Accident.

1985 - 1987

Vice - President: Korn/Ferry International executive search consultancy. Managed general division in London and subsequently ran the Boston office in the USA.

1982 - 1985

Senior Consultant: Arthur. D. Little Ltd. International management consultancy: Head of strategic consulting division: Major clients: Welcome Foundation, Ilford Films, Hays Group, Scottish Development Agency

1976 - 1982

Chief Executive and major shareholder of Faulkner Sports limited (frisbee): Group Strategic Planning Director,

The Charterhouse Group: Set up and ran a strategic planning system for the Group

Executive Director, Corporate Finance: London and Continental Bankers, An international Euro-bank of which I was a founding Director.

Strategic Management Consultant: McKinsey and Co, London office: Principal clients: British Steel Corporation, P.J. Carrolls, Local government authorities

Greenwich and Hull, Irish hospital service, Department of local government of Ireland, Government of Tanzania, Lloyds Bank International.

Principal Economist:National Economic Development Office:Duties involved servicing the Council, and macro-economic forecasting.

Economist GKN, Economic Advisory Organisation.

6. PROFESSIONAL BODIES

Fellow of the Institute of Management Consultants, the governing body of the management consulting profession

PUBLICATIONS *7.1 Authored Books*

1994 The Essence of Competitive Strategy. Prentice-Hall, London; with Prof Cliff Bowman

1995 International Strategic Alliances: Cooperating to Compete. McGraw-Hill, Maidenhead.

1997 Competitive and Corporate Strategy. With Prof Cliff Bowman, a textbook on Strategy for MBA level published by Irwin.

1998 Strategies of Co-operation: The Formation & Management of Strategic Alliances, with Professor John Child, Oxford University Press,

1999 The Dynamics of International Strategy with Professor Susan Segal-Horn International Thomson

2001 Management of International Acquisitions, with Professor Child and Dr Robert Pitkethly, Oxford University Press

2006 Cooperative Strategy, with Professor John Child and Professor Steve Tallman, Oxford University Press

2009 International Strategy; The Dynamics of Global Management with Prof Susan Segal-Horn (Open University) Thomsons

7.2 Edited Books

1992 The Challenge of Strategic Management. Kogan Page, London, England. with Professor Gerry Johnson

2000 Cooperative Strategies: Business, Economic and Organisational Issues with Mark de Rond, OUP.

2002 Strategy: Critical Perspectives on Business and Management (Routledge)

2003 The Oxford Handbook of Strategy (OUP) edited, with Andrew Campbell

2012 The Handbook of Mergers and Acquisitions, 2012 OUP Edited with Dr Satu Terrikangas and Rick Joseph

7.3 Published Case Studies

1993 The Rover / Honda Alliance. Case Study and teaching note in Johnson and Scholes: Exploring Corporate Strategy (3rd edition).(1993)

1994 Royal Bank of Scotland / Banco Santander Case Study. In Strategic Alliance Case Studies, editor Johan Roos.(1994)

1998 ICL/ Fujitsu in Global Marketing Management, Prentice Hall editor Prof R.Seringhaus

7.4 Book Chapters

1992 Strategic Alliances - Co-operation for Competition. In: The Challenge of Strategic Management. (Eds: Faulkner,DO; Johnson,G) Kogan Page, London.

1993 The International Transfer of Learning: The Key to Successful Strategic Alliances. In: The Challenge of International Business. (Ed: Segal-Horn,S) Kogan- Page, London.

1994 Strategic Alliance Evolution through Learning: The Rover/Honda Alliance; in Strategic Renaissance and Business Transformation edited by Thomas,H and O'Neal,D. John Wiley and Sons, London

1996 Success and failure of International Strategic alliances: Evidence from in-depth Case Studies in Strategy, Structure and Style, edited by Thomas,H, O'Neal, D and Ghertman,M published by John Wiley and Sons, London

1998 The Management of International Strategic Alliances in The Strategy and Organisation of International Business edited by Buckley, P., Burton, F, and Mizra,H McMillan, London

1998 Portfolio Matrices in Techniques of Analysis & Evaluation in Strategic Management; edited by Scholes,K and Ambrosini, V; Kogan Page, London

2003 Change Processes in Acquisitions: National Comparisons with J.Child and R.Pitkethly chapter in Advances in Mergers and Acquisitions, Vol 2, JAI/Elsevier, Edited by A.Gregory and C.Grant

2003 Integration and Control: Foreign Acquisitions in the UK 1985-1994 with J.Child and R.Pitkethly chapter in Advances in Mergers and Acquisitions, Vol 2, JAI/Elsevier. Edited by A.Gregory and C.Grant

7.5 Working Papers

1993 Pushing on a String: Uncertain Outcomes from Intended Competitive Strategies with C. Bowman. Cranfield Working Paper SW3/93, 1-17.

1997 Foreign Direct Investment in the UK 1985-1994: the Impact on Domestic Management Practice with J.Child and R.Pitkethly WP77, ESRC Centre for Business Research, University of Cambridge.

7.6 Refereed Conference Papers

1992 Cooperating for Competition: A Taxonomy of Strategic Alliances. Conference of British Academy of Management, Bradford.

1992 Strategic Alliance Evolution through Learning: The Rover/Honda Alliance. Strategic Management Society Conference, London.

1993 International Strategic Alliances need not be Temporary; Conference of British Academy of Management, Milton Keynes.

1993 Strategic Partnership: A Way of leveraging Competitive Advantage, 2nd Global Forum on The Business Implications of Technology, Management Centre Europe, Brussels.

1994 The Central Importance of Partner Attitudes to the Success of Strategic Alliances, Conference of the British Academy of Management, Lancaster

1994 Strategic Alliances: Understanding the Internal Dynamics of Cross-Border Alliances; Conference of the Strategic Management Society, Paris

1995 The Management of International Strategic Alliances, Conference of the AIB, Bradford

1996 Some Thoughts on the Virtual Corporation; Conference of the British Academy of Management, Aston University

1997 Foreign Direct Investment in the UK 1985-1994: the Impact on Domestic Management Practice with J.Child and R Pitkethly, BAM Conference, September, London

1998 Are trust and control opposing forces or complementary functions in alliances, EGOS 14th Colloquium Maastricht, July

1998 Change processes in Multi-organisational Mpartnerships: Some national Comparisons; with R.Pitkethly and J.Child; 5th International Conference on Multi- organisational Partnerships & Co-operative Strategy, Balliol College, Oxford July

7.7 Other Conference Papers

1993 Strategic Partnership: A Way of leveraging Competitive Advantage, 2nd Global Forum on The Business Implications of Technology, Management Centre Europe, Brussels.

1994 International Strategic Alliances: Formation and Form; 1st International Workshop in Multi-Organisational Partnerships, Brussels

1995 Direct Investment in the UK by Firms from the Major Investing Foreign Countries 1985-1994 and Potential Implications for UK Management Practice with Professor John

Child, 2nd International Workshop in Multi-Organisational partnerships, Strathclyde University.

1995 Financing Alliances, IIR Conference on Strategic Alliances and Joint Ventures, London, February

1995 Strategic Alliances in the Airline Industry, IIR Conference on Airline Alliances and Cooperations, London June

1995 Virtual not Vertical Integration, IIR Conference on Virtual Integration in the Pharmaceutical Industry, June, London

1995 Strategic Alliances: Beating the 50% Failure Rate, IIR Conference on Alliances for Innovation, London, November

1995 Ingredients of Success and Failure in Alliances, Major Projects Association Conference, 'Partnering: Competition VS Cooperation', Oxford, December

1996 Valuing Partner Contributions to a Strategic Alliance, IIR Conference on Strategic Alliances and Joint Ventures April 1996, London

1996 Business Partnerships in Weak Legal Environments; Conference on Investment in Russia: Legal and Political Issues, Social Market Foundation, March, London

1996 The Nature of Technology Transfer in Strategic alliances - an Assessment of the Fujitsu - ICL Alliance; 3rd International Workshop in Multi-Organisational partnerships, Strathclyde University with M.Lynsky.

1997 Multi-organisational Management Change through Foreign Acquisition: A Qualitative Perspective; with R.Pitkethly and J.Child; 4th International Conference on Multi-organisational Partnerships & Co-operative Strategy, Balliol College, Oxford July

1997 The Evolution of Co-operation in Non-Joint Venture Strategic Alliances: Insights from the Royal Bank of Scotland and Banco Santander Case study, with M de Rond, Balliol Conference as above.

7.8 Academic Journal Articles Published

1992 Competitive Strategies and Congruent Organisation Structures: Some Suggestions.with Prof C.Bowman European Management Journal, December.

1994 Measuring Product Advantage Using Competitive Benchmarking and Customer Perceptions.with Prof C.Bowman Long Range Planning, Feb

1996 Valuing Partner Contributions in Strategic Alliances; published in Good Practice Guidelines by Institute of Chartered Accountants, judged article of Outstanding Merit by Financial and Management Accounting Committee of the International Federation of Accountants, New York

2000 Changes in Management practice and the Post-acquisition performance achieved by Investors in the UK with J.Child and R.Pitkethly, British Journal of Management

2000 Foreign Direct Investment in the UK 1985-1994: the Impact on Domestic Management Practice with J.Child and R.Pitkethly, Journal of Management Studies

2002 International M&A in the UK 1985-1994: A Comparison of National HRM Practices with J.Child and R.Pitkethly, International Journal of Human Resource Management

2004 The Economics of International Comparative Advantage in the Modern World, with Susan Segal Horn EBJ

2005 Corporate Social Responsibility; A Stages Framework with Ysanne Carlisle, EBJ

2006 The Strategy of Reputation – Journal of Strategic Change with Ysanne Carlisle

Keynote Speeches

2012 Concern Delhi, India The 4 Cs of Globalisation

2013 ELSA, Institute of Directors Future Prospects and Worries for the UK Economy

2014. SMS, Varanassi, India. Skill Development and the Indian HE System

8. CONSULTANCY

(Major projects only)

- a. **American Express (UK):** carried out what would now be described as a Business Process Reengineering study, but was then called administrative cost reduction.
- b. **British Steel Corporation:** On nationalisation McKinsey were called in to set up the organisation structure of the newly integrated corporation, and identify the opportunities for achieving scale and scope economies.
- c. **P.J.Carrolls:** carried out a profit improvement, organisation and diversification study for this major Irish company.
- d. **Local Government reorganisation of London Borough of Greenwich and Borough of Kingston upon Hull.**
- e. **Irish Hospital Service:** developed the organisation structure for this newly integrated national service.
- f. **Irish local government:** reviewed the organisation structure of local government from the viewpoint of its efficiency as a user of resources.
- g. **Decentralisation of the Republic of Tanzania:** Led a multi-national team for McKinsey reporting to President Nyerere to decentralise the country into 13 regional government, and set up and train economic development teams.
- h. **Lloyds Bank International:** Reorganisation and strategy development of this newly merged bank comprising the Bank of London and South America and Lloyds Bank Europe.
- i. **The Welcome Foundation:** Reorganised, and established a new products strategy for the research and development division, working with Nobel prize winners Sir John Vane and Sir James Black.

- j. **Iford films:** Developed a marketing strategy for this film company.
- k. **The Hays Group:** Conducted portfolio analysis for this diversified industrial group and developed divisional strategies by strategic business unit.
- l. **Scottish Development Agency:** On behalf of this governmental body, developed a sectoral strategy for the Scottish engineering industry.
- m. **Folksam insurance company of Sweden:** carried out a merger acquisition study to assist in the client's expansion into the European Community.
- n. **Pearl Assurance:** a study to find a strategic alliance partner for the client in the EC.
- o. **General Accident:** a study to find a strategic alliance partner for the client in the EC.
- p. **APV:** carried out a number of strategic workshops for this international food machinery group.
- q. **Christies:** Helped this international auction house develop a strategy.
- r. **BUPA Health Services:** Helped this private hospital company to develop a strategic plan, and carried out a business process reengineering study for it to reduce its overall costs level.
- s. **Dale Power Systems:** Carried out a strategic workshop with the board, and facilitated the implementation of the chosen strategy through four project teams.
- t. **Home Office:** A project to develop an improved system of resource allocation for the Police Service.
- u. **Smith Kline Beecham:** Developed a system and plan for the computer services division of SKB.
- v. **Nat West Life:** Conducted an investigation into the barriers to strategic change for Nat West.
- w. **Dynamic Logic:** Conducted a strategic workshop to determine the future direction of the company.
- x. **CU-Phosco:** Conducted a strategic workshop to determine the future direction of the company.
- y. **Data Research Services PLC:** a study and workshop to develop new avenues of development for this newly floated optical scanner company.
- z. **Bass Taverns:** a programme of competitive strategy development
- aa. **BT:** 2 yearlong training programme in competitive strategy
- ab. **Severn Trent Water International:** strategic alliance project
- ac. **Nat West Group:** Risk management in strategic alliances project
- ad. **London Economics:** strategic alliances workshop
- ae. **Swiss Telecom:** strategic alliance workshop
- af. **BUPA and BT:** more competitive strategy training sessions
