

## CURRICULUM VITAE JOHN W. MULLINS

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Married, two daughters aged 27 and 30.

### EDUCATION

- 1989-92 **University of Minnesota**, Minneapolis, MN. Ph.D. Business Administration; major field: Marketing; supporting field: Psychology.
- 1967-69 **Stanford University**, Palo Alto, CA. Master of Business Administration, concentration in Marketing.
- 1963-67 **Lehigh University**, Bethlehem, PA. Bachelor of Arts, Mathematics.

### ACADEMIC AND BUSINESS EXPERIENCE

#### Academic Experience

- 2000 - **London Business School**, London. David and Elaine Potter Foundation Term Chair, 2009 - present; Associate Professor of Management Practice, 2003 - present; Visiting Associate Professor of Entrepreneurship, 2000 - 2003; Subject Area Chair, Entrepreneurship, 2001 - 2008.
- 1992-02 **Daniels College of Business, University of Denver**, Denver, CO. Associate Professor of Marketing, 1998 - 2002; Assistant Professor of Marketing, 1992-1998; Walter K. Koch Chair in Entrepreneurship, Director of Programs in Entrepreneurship and Venture Management, 1997-98; Willemsen Professor 1993-94.
- 1989-92 **University of Minnesota**, Minneapolis, MN. Research Assistant to Professors Robert Ruekert, Allan Shocker, Orville Walker; Instructor, Marketing
- 1988-89 **University of Colorado - Denver, Metropolitan State College, Regis College**, Denver, CO, Adjunct Instructor, Marketing
- 1989 **University of Denver**. Adjunct Instructor, Entrepreneurship
- 1975 **Roosevelt University**, Chicago, IL. Adjunct Instructor, Marketing Research

#### Business Experience

- 1983-89 **Co-founder and President, Pasta Via International, Inc.**, Evergreen, CO. Co-founded and led specialty food retail chain with stores in metropolitan Denver and Chicago. Raised five rounds of private and public capital totaling \$2.5 million.

- 1980-93 **Co-founder and President, Alma Products, Inc.**, Palo Alto, CA and Evergreen, CO. Co-founded and ran a marketer of specialty barbecue accessories to retailers and mail order catalogs.
- 1980-83 **Consultant, Mullins Youngdahl Associates**, San Francisco, CA and Evergreen, CO. Retail marketing and strategy development for Fortune 500 companies and other clients.
- 1977-80 **Vice President/General Manager, Director of Store Support, Gap Stores, Inc.**, San Bruno, CA. Managed rapidly growing new division, \$9 million sales, 150+ employees; managed operating support systems to facilitate growth from 230 to 400+ Gap stores over three year period.
- 1969-77 **Store Manager, District Manager, Special Assignments, Jewel Companies, Inc.**, Chicago, IL. Managed stores, groups of stores, and long range planning effort for diversified retailer of food and general merchandise.

## HONORS AND AWARDS

### Awards for Teaching and Executive Education

- 2009 Runner-up, Best Teacher Award, MBA 2009, London Business School
- 2008 Innovation in Pedagogy, Entrepreneurship Division of the Academy of Management
- 2008 Best of the Best Award, Young Presidents' Organization, for "YPO President's Program, Growing Your Business 2007"
- 2007 Innovation in Pedagogy Runner-up, Entrepreneurship Division of the Academy of Management
- 2007 Runner-up, Senior Faculty Teaching Award, London Business School
- 2007 Best of the Best Award, Young Presidents' Organization, for "YPO President's Program, Growing Your Business 2006"
- 2006 Best of the Best Award, Young Presidents' Organization, for "YPO President's Program, Growing Your Business 2005"
- 2004 Selected as the outstanding instructor, Executive MBA Core, by the SEMBA 2005 students, London Business School
- 2003 Finalist, Senior Faculty Teaching Award, London Business School
- 2001 Diamond Award for Excellence in MBA Core Teaching, Daniels College of Business, University of Denver
- 2000 Diamond Award for Excellence in MBA Core Teaching, Daniels College of Business, University of Denver
- 1999 Nominated for the William T. Driscoll Master Educator Award, University of Denver
- 1998 Graduate Business Student Association, Daniels College of Business, University of Denver, Award for Faculty Excellence
- 1997 Named one of four outstanding instructors by Class 28 Executive MBA program, Daniels College of Business, University of Denver
- 1996 Nominated for the William T. Driscoll Master Educator Award, University of Denver
- 1995 Nominated for the William T. Driscoll Master Educator Award, University of Denver

1995 Professor of the Year - Daniels Award for Excellence, Daniels College of Business, Institute for Professional Excellence, 1995

My teaching evaluations average above 4.5/5.0 both for my effectiveness as an instructor and for the courses themselves.

### **Awards for Research**

2009 Ranked among Top Ten emerging business thinkers, Thinkers50, [www.thinkers50.com](http://www.thinkers50.com) (one of six London Business School faculty on T50 list)

2009 European Case of the Year Award, Entrepreneurship, for “Marston Venture Management”

2001 Researcher of the Year, Daniels College of Business, University of Denver

1999 Researcher of the Year, Daniels College of Business, University of Denver

1996 Best Paper Award, American Marketing Association Winter Educators’ Conference

1992 Alden P. Clayton Award, Marketing Science Institute, given annually to the best dissertation proposals in the marketing discipline

1992 Richard D. Irwin Foundation Doctoral Dissertation Fellowship, given annually to the best doctoral dissertation proposals in the United States across all business disciplines

## **TEACHING**

### **Graduate Courses Taught**

Discovering Entrepreneurial Opportunities  
Financing the Entrepreneurial Business  
Understanding Entrepreneurial Management  
Entrepreneurial Management  
Entrepreneurship Summer School  
Managing the Growing Business  
Entrepreneurship in Emerging Markets  
Positioning in the Competitive Environment  
Business Plan Development  
Entrepreneurship  
Marketing Management

### **Undergraduate Courses Taught**

Managing the Growing Business  
Principles of Marketing  
Marketing Research

## PRACTITIONER-ORIENTED PUBLICATIONS

### Trade Books

John W. Mullins and Randy Komisar, Getting to Plan B: Breaking Through to a Better Business Model, Boston: Harvard Business School Press, 2009. Translations into Spanish and Japanese forthcoming.

John W. Mullins, The New Business Road Test: What Entrepreneurs and Executives Should Do Before Writing a Business Plan, London: Prentice-Hall/FT, 2e, 2006, first edition, 2003. Translated into Chinese and Russian (2004), Romanian (2005), Japanese and Italian (2007), Korean (2008). Reached Top Five status on Director magazine best-seller list, in top 5% of all business titles in the UK.

### Journal Articles

John W. Mullins and Terry Rhodes, “Managing Ethically in Corrupt Environments”, forthcoming in Harvard Business Review, April or May 2010.

John W. Mullins, “Discovering Unk-Unks”, Sloan Management Review, Summer 2007, 48 (4), pp 17-21.

John W. Mullins, “Worth a Second Chance?” case with commentary, Harvard Business Review, March 2007, pp 37-48.

John W. Mullins and Neil C. Churchill, “Managing Cash: What a Difference the Days Make!”, Business Horizons, November 2004, pp 79-82.

John W. Mullins, “Take the Money – or Run?” case with commentary, Harvard Business Review, 82 (11), November 2004, pp 35-40.

Neil C. Churchill and John W. Mullins, “How Fast Can Your Company Afford to Grow?”, Harvard Business Review, (79) 11, May 2001, pp 135-143.

John W. Mullins, Sarah K. Sittig, and Carol A. Brown, “Pioneering Practices for New Product Development at US WEST”, Marketing Management, Winter 2001.

John W. Mullins and Daniel Sutherland, “New Product Development in Rapidly Changing Markets: An Exploratory Study”, Journal of Product Innovation Management, 15 (3), 1998.

### Textbooks

John W. Mullins and Orville C. Walker, Jr., Marketing Management: A Strategic Decision Making Approach, 7<sup>th</sup> edition, McGraw-Hill/Irwin, 2010.

John W. Mullins, Orville C. Walker, Jr., and the late Harper W. Boyd, Jr., Marketing Management: A Strategic Decision Making Approach, 6<sup>th</sup> edition, McGraw-Hill/Irwin, 2008.

John W. Mullins, Orville C. Walker, Jr., Harper W. Boyd, Jr., and Jean-Claude Larréché, Marketing Management: A Strategic Decision Making Approach, 4<sup>th</sup> and 5<sup>th</sup> editions, McGraw-Hill/Irwin, 2002, 2005.

Orville C. Walker, Jr. and John W. Mullins, Marketing Strategy: A Decision-Focused Approach, 6<sup>th</sup> edition, McGraw-Hill/Irwin, 2008.

Orville C. Walker, Jr., John W. Mullins, Harper W. Boyd, Jr., and Jean-Claude Larréché, Marketing Strategy: A Decision-Focused Approach, 4<sup>th</sup> and 5<sup>th</sup> editions, McGraw-Hill/Irwin, 2003, 2006.

### **Book Chapters and Business Press**

John W. Mullins, “A Capital Idea”, cover story, Business Strategy Review, Autumn 2009.

John W. Mullins, “Why Business Plans Don’t Deliver”, The Wall Street Journal, June 22, 2009.

John W. Mullins, Podcast Interview with Jennifer Merritt, WSJ.com/reports, June, 2009.

John W. Mullins, “Launching a New Venture”, Business Strategy Review, Summer 2009.

John W. Mullins, “Entrepreneurially Fit”, ISB Insight, September 2008.

John W. Mullins, “Fundamentally Fit”, Business Strategy Review, Spring 2008.

John W. Mullins, “Jungunternehmer mit Startschwierigkeiten”, Harvard Business Manager, S100, June 2007.

John W. Mullins, “Can We Teach Entrepreneurship?” Business Strategy Review, Winter 2006.

John W. Mullins, “Hallmarks of an Entrepreneur Striving for Gold”, Financial Times, August 2, 2005.

John W. Mullins, “Entrepreneurial Gold Mines”, Business Strategy Review, Spring 2004.

John W. Mullins, “What to Do *Before* You Write a Business Plan”, London Business School AlumniNews, April-June 2004.

John W. Mullins, “Overcoming the Traps”, Social Enterprise, June 2003.

Neil C. Churchill and John W. Mullins, “Cash Flows, the Cash Cycle, and Unlocking the Door to Self-Financed Growth”, published in two parts in Financial Times, 20

January 1997 and 27 January 1997, and subsequently as chapters in Mastering Enterprise, S. Birley and D. Muzyka, eds., London: Pitman Publishing, 1997. Also in Mastering Entrepreneurship, S. Birley and D. Muzyka, eds., New York: Pearson, 2000.

## ACADEMIC PUBLICATIONS

### Journal Articles

David Forlani and John W. Mullins, "Missing the Boat or Sinking the Boat: A Study of New Venture Decision-Making", Journal of Business Venturing 20 (1), 2005, pp 47-69.

John W. Mullins, David Forlani, and Richard N. Cardozo, "Seeing Differently, Acting Differently? New Venture Perceptions and Decisions of Managers and Successful Entrepreneurs", Journal of Research in Marketing and Entrepreneurship 4 (3), 2002.

David Forlani, John W. Mullins, and Orville C. Walker, Jr., "New Product Decision Making: How Chance and Size of Loss Influence What Marketing Managers See and Do", in Psychology & Marketing, 19 (11), November 2002, pp 957-981.

David Forlani and John W. Mullins, "Perceived Risks and Choices in Entrepreneurs' New Venture Decisions", Journal of Business Venturing, 15 (4), 2000, pp 305-322 (lead article).

John W. Mullins, David Forlani, and Orville C. Walker, Jr., "The Effects of Organizational and Decision-Maker Factors on New Product Risk Taking", Journal of Product Innovation Management, 16 (3), 1999, pp 282-294.

John W. Mullins and Larry L. Cummings, "Situational Strength: A Framework for Understanding the Role of Individuals in Initiating Proactive Strategic Change", Journal of Organizational Change Management, 12 (6), 1999.

John W. Mullins and Donald R. Bacon, "Strategic Framing: A Study of the Antecedents of Threat and Opportunity Perceptions", Marketing Letters, 9 (1), 1998.

John W. Mullins and Orville C. Walker, Jr., "Competency, Prior Performance, Opportunity Framing, and Competitive Response", Marketing Letters, 7 (2), 1996.

John W. Mullins, "Early Growth Decisions of Entrepreneurs: The Influence of Competency and Prior Performance Under Changing Market Conditions", Journal of Business Venturing, 11 (2), 1996.

John W. Mullins and Cynthia V. Fukami, "The Road Less Traveled: The Joys and Sorrows of Team Teaching -- Stage Four: The Raging Debates", Journal of Management Education, 2 (4), 1996.

## Book Chapters

John W. Mullins, Robert W. Ruekert, and Orville C. Walker, Jr., "The Process of Timely Strategic Marketing Change: Punctuations, Influences, and Anomalies", Marketing Science Institute Working Paper Series, 1995.

John W. Mullins and Richard N. Cardozo, "New Venture Strategies and Startup Environment: Concepts, Measurement, and a Research Agenda", in Research in Global Entrepreneurship, I. MacMillan and S. Birley, eds., Amsterdam: Elsevier, 1992.

John W. Mullins, Richard N. Cardozo, Paul D. Reynolds, and Brenda Miller "New Business Strategies: An Exploratory Examination", in Research in Global Entrepreneurship, I. MacMillan and S. Birley, eds., Amsterdam: Elsevier, 1991.

Janette M. Shimanski, Richard N. Cardozo, John W. Mullins, Paul D. Reynolds, and Brenda Miller, "Evolution of Competitive Strategy in New Firms", Research at the Marketing/Entrepreneurship Interface, Gerald E. Hills, Raymond W. LaForge, eds., Chicago: University of Illinois, 1991.

John W. Mullins, "The Determinants of Proactive Strategic Change: A Cross-Level Review of Situational and Individual Factors", in 21st Annual Albert J. Haring Symposium Proceedings, Bloomington, IN: Indiana University, 1991.

## Refereed Conference Papers

John W. Mullins and David Forlani, "What They See, How They Act: New Venture Perceptions and Decisions of Managers and Entrepreneurs", Strategic Management Society Conference, San Juan, Puerto Rico, November 2004.

John W. Mullins and Dimo Dimov, "Toward a Theory of Opportunity Development", Babson /Kaufman Entrepreneurship Research Conference, Glasgow, June 2004.

"Market Entry Strategies of Successful Entrepreneurs: The Effects of Risk Propensity and Risk Perception," with D. Forlani, American Marketing Association Winter Educators' Conference, February 2001.

"Perceptions of and Decisions About Market Opportunities: Comparing Managers and Entrepreneurs," with D. Forlani, American Marketing Association Winter Educator's Conference, February 1999.

"Factors That Distinguish Among Entrepreneurs' New Venture Funding Decisions: A Risk-Based Typology of Entrepreneurs," with D. Forlani, American Marketing Association Winter Educator's Conference, February 1999.

"Differences in Perception and Behavior: A Comparative Study of New Venture Decisions of Managers and Entrepreneurs," with D. Forlani, in Frontiers of Entrepreneurship Research, Babson College/Kauffman Foundation Entrepreneurship Research Conference, 1998.

“The Effect of Contextual Factors and Decision Maker Risk Propensity on New Product Decision-Making: An Experimental Study,” with D. Forlani and O. C. Walker, Jr., American Marketing Association Winter Educators’ Conference, February 1998. Published in abstract form at our request.

“New Product Development in Rapidly Changing Markets: An Exploratory Study,” with D. Sutherland of US WEST and K. Anderlik (a DU graduate student), American Marketing Association Winter Educators’ Conference, February 1997. Published in abstract form at our request.

“Risky Choices In New Product Investment Decisions: An Experimental Investigation,” with D. Forlani and O. C. Walker, Jr., American Marketing Association Winter Educators’ Conference, February 1996. Winner of Overall Best Paper Award. Published in abstract form at our request.

“Anomalies in the Timeliness of Strategic Marketing Change: A Process Perspective,” with R. W. Ruekert and O. C. Walker, Jr., American Marketing Association Winter Educators’ Conference, February 1996. Published in abstract form at our request.

“Strategic Framing: The Antecedents of Threat and Opportunity Perceptions,” with D. R. Bacon, American Marketing Association Winter Educators’ Conference, February 1995. Published in abstract form at our request.

“Playing the Odds Versus Manipulating the Odds: A Test of Two Perspectives of Risk in New Product Introduction Decisions,” with D. Forlani and O. C. Walker, Jr., American Marketing Association Winter Educators’ Conference, February 1995. Published in full text form.

“The Role of Individuals in Creating Change in Marketing Strategies: A Conceptual Framework,” with L. L. Cummings, American Marketing Association Summer Educators’ Conference, August 1993. Published in abstract form at our request.

“Levels and Components of Strategy, Types and Dimensions of Strategic Change: A Perspective From the Product-Market Level,” sole authored, American Marketing Association Summer Educators’ Conference, August 1991. Published in abstract form at my request.

## **TEACHING CASES**

### **Cases in Refereed Journals**

“Challenges Brewing at Breckenridge Brewery,” with C. Brown, Case Research Journal, Spring 2003. Adopted in Hitt, Ireland, and Hoskisson, Strategic Management, 6<sup>th</sup> edition, 2004. Selected for the 22<sup>nd</sup> Annual John C. Molson MBA International Case Competition, Montreal, 2003.

“Brewing Change at Breckenridge Brewery,” with S. Sittig and G. Leidich, Case Research Journal, Winter 2001.

“Pamela Spencer: Is the Customer Always Right?” with C. Grippi and C. Brown, Case Research Journal, (20) 3, 2000.

“Greg Cooke” case with E. Lindholm, Case Research Journal, 20 (1), 2000.

Joan Winn and John W. Mullins, “Pasta Perfect, Inc.” case, Case Research Journal, 16 (2), 1996. Adopted in Strickland and Thompson, Strategic Management, 10th edition, 1997; Hitt, Ireland, and Hoskisson, Strategic Management, 3<sup>rd</sup> edition, 1998.

John W. Mullins and Christina L. Grippi, “Alma Products, Inc.” case, Case Research Journal, spring 1995. Adopted in abbreviated form (as “The Easy Embers Charcoal Starter”) in Marketing, by E. Berkowitz, S. Hartley, R. Kerin, and W. Rudelius, 5th edition, 1997.

### **Cases and Teaching Materials in London Business School Portfolio**

John W. Mullins, “MSI Cellular Investments”, 2009.

Tripat Preet Singh and John W. Mullins, “Indo US Ventures”, 2009.

Nicola Blue, Laura Hemrika, and John Mullins, “Method UK”, 2008.

Aleya Karim, Tiffany Putimahtama and John Mullins, “Terry Rhodes (A), (B)” 2008.

Belinda Rasmussen and John W. Mullins, “Lukasz Gadowski (A), (B)”, 2007.

Nadine Benchaffai and John W. Mullins, “CH Media”, 2007.

Arabella Grant and John W. Mullins, “New Barn Studios (A), (B)”, 2007.

Arabella Grant and John W Mullins, “Alberto Gonzalez (A), (B)”, 2007.

Hicham Sharara and John W. Mullins, “Visual Optical (A), (B)”, 2006

Arabella Grant, Antony Ross and John W. Mullins, “Harlands (A and (B)”, 2006.

Hazel Bettinck, Edwin Famous, Gerard George, and John W. Mullins, “Notting Hill Notes”, 2006.

Arabella Grant, Antony Ross and John W. Mullins, “Ntellu”, 2005.

John W. Mullins, “Forks in the Road: A Case Writer’s and Faculty Supervisor’s Guide to Case Development”, 2003.

Julian Lloyd and John W. Mullins “BrainLAB (A)”; John W. Mullins, “BrainLAB (B), (C)”, 2003.

John W. Mullins, “Silverglide Surgical Technologies (A), (B)”, 2003.

Afzal Amijee and John W. Mullins, “GasLink (A), (B), (C)”, 2003.

Julian Lloyd and John W. Mullins, “Marston Venture Management”, 2003.

Julian Lloyd and John W. Mullins, “Clickmango (A), (B), (C)”, 2002.

John W. Mullins, “Julie Brighton”, 2002.

Julian Lloyd and John W. Mullins, “Maxima (A), (B)”, 2002.

Robert Bullock and John W. Mullins, “Tensegrity Group (A), (B)”, 2002.

Martyn Williams and John W. Mullins, “Beck & Pollitzer (A), (B)”, 2001.

### **Cases in International Finance Corp African Portfolio**

Teresia K. Linge and John W. Mullins, “Zaire Oil Company”, 2007.

Dipti Fernandes, Mbithe Anzaya, and John W. Mullins, “Nakumatt Superstores: Staying Ahead of the Pack”, 2007.

Mbithe Anzaya, Catherine Munene, and John W. Mullins, “Davis & Shirliff: Market Extension or Product Extension, Which Way to Go?”, 2006.

Peter Kiriri, James Macharia, and John W. Mullins, “Wananchi Online Ltd”, 2006.

Charles Mayaka and John W. Mullins, “Safaricom (A): Crafting Business and Marketing Strategy for a New Market”, 2005.

Charles Mayaka and John W. Mullins, “Bidco Looks to the African Markets for Growth”, 2005.

“Commercial Bank of Africa Limited: Using Information and Communications Technology (ICT) to Remain Competitive”, with G. Chege, 2005.

“Kenya Tea Development Agency (KTDA) Limited”, with G. Chege, 2005.

### **Cases under Development**

Qusai Kanchwalla, Payne Miller, and John W. Mullins, “Concept Arbitrage in India (A) and (B)”

Gloria Chow, Lisa Hu, and John W. Mullins, “Stanley Szeto (A) and (B)”

John Hunt, Geetu Sharma, and John W. Mullins, “DEL: Against All Odds (A), (B) and (C)”

Ambika Patni, Shreedhar Munshi, and John W. Mullins, “The Loot Stores: Building a Breakthrough Business Model.”

## **EXECUTIVE EDUCATION COURSES AND WORKSHOPS**

“Private Equity Investing from Origination to Exit,” Indian School of Business, Hyderabad, November 2009.

“Tools for Growing Your Business”, 10,000 Women programme, Centre for Management Development, London Business School, Mumbai, March 2009 and Bangalore, October-November 2009.

“Private Equity Investing from Origination to Exit,” Venture Capital Trust Fund, Accra, October 2009.

“BioPharma Breakthrough Programme”, Merck-Serono, Centre for Management Development, London Business School, March, May, and September 2009; June, October, and December 2008, .

“Growing Your Business”, Centre for Management Development, London Business School, February and June 2009.

“Financing the Entrepreneurial Business,” Finance Executive Programme, London Business School, April 2009, April 2008, April 2007, April 2006, June 2005.

“Venture Capital Development Course”, Indian School of Business, Hyderabad, May 2009, September 2008, March and October 2007.

“YPO President’s Program: Growing Your Business,” Centre for Management Development, London Business School (Programme Director), May 2009, May-June 2008, May-June 2007, May 2006, April 2005 and May-June 2003.

“Implementing Strategy through Effective Management Programme”, Abbey Bank, Centre for Management Development, London Business School, April 2009, November 2008.

“Introduction to Concepts, Skills, and Pedagogy”, National Entrepreneurs’ Network, Bangalore, January 2009, January 2008, January 2007.

“Growth Capital Investing in Africa”, Shell Foundation, Accra, October 2008.

“Entrepreneurial Growth Strategies”, Indian School of Business, Hyderabad, May 2008.

“Private Equity Investing from Origination to Exit”, African Capital Alliance, Lagos, February 2008.

“Strategic Thinking for Private Equity Investors”, Phoenix Equity Partners, Centre for Management Development, London Business School, January 2008.

“Emerging Leaders’ Programme”, London Business School, 2007- present.

“Building Tomorrow’s Leaders”, Kenya Airways, Nairobi, June 2007- February 2008.

“Active Leadership Programme”, Alfred McAlpine Building Services, Centre for Management Development, London Business School, May and October 2007.

“Roche Horizons Program,” Centre for Management Development, London Business School, 2008, 2007, 2006, 2005, 2004, 2003.

“Thriving on Change”, YPO African Region, Johannesburg, September 2007.

“New Venture Finance and Private Equity,” African Venture Capital Association, Lagos, December 2006, Tunis, October 2005.

“Thriving on Change”, YPO Scotland Chapter, Edinburgh, September 2006.

“Assessing Opportunities,” Enterprise Ireland, Cork, June 2006; Dublin, March 2006.

"Marketing Strategies," workshop delivered to executive program, Heriot-Watt University, Edinburgh, Scotland, February 2006, February 2004, January 2001.

"Entrepreneurial Finance," workshop delivered to executive program, Lund University, London, November 2005.

“Growing Your Business,” Nairobi Chapter, Young President’s Organization, Nairobi, October 2005.

“Innovation Learning Programme,” Novartis, Centre for Management Development, London Business School, April and June 2005.

“Newcom Winter School,” Torino Wireless, February-March 2005.

“How Entrepreneurial Is Your Company?” Advanced Development Program, Centre for Management Development, London Business School, October and November 2004.

“Chevening Technology Enterprise Scholars Program,” Centre for Management Development, London Business School, September-June 2004-05, 2003-04.

“Product Leadership and Innovation,” AMCOR Europe Management Program, January 2004, November 2003.

“Competitive Strategy,” Roche EMEA Program, Centre for Management Development, London Business School, 2004.

“Marketing Strategy,” CMPI Program, Centre for Management Development, London Business School, October 2003.

"Valuation," workshop for Amadeus Capital investment executives, London, November 2002.

“Building Entrepreneurial Teams,” Inner City 100 Master Class, London, November 2002.

“Financing Growth: Because Money Doesn’t Grow on Trees,” Young Entrepreneurs’ Organization, London, February 2002.

“Financing Growth,” Inner City 100 Master Class, London, November 2001.

Executive program for Chinese cable television executives, The Cable Center, Denver, CO, July-August 2001, July-August 2000.

“Understanding Entrepreneurs: Characteristics, Mindsets, Decision Making,” European Venture Capital Association, Paris, February 2001.

“Creating Sustainable Entrepreneurial Ventures within IPPF’s Family Planning Associations,” workshop delivered to International Planned Parenthood Federation, London, England, August 2000.

“Building the Business for Long Term Results: A Strategic Market Planning Workshop,” for Montgomery Watson, Inc. Course development and delivery, Daniels College of Business Center for Management Development, Denver, CO, January 1999, August 1998.

“Workshop on Organizing for Customer Value and Competitive Advantage,” for The Hach Company. Course development and delivery, Loveland, CO, August 1998.

“Telecommunications Education Workshop,” for ICG Netcom. Course development and delivery, Daniels College of Business Center for Management Development, Denver, CO, July 1998.

University College (University of Denver) executive program for SK Telecom, Inc. of Korea, three cohorts, winter 1997-fall 1997.

“The Marketing Game” and “MarketQuest,” two marketing training programs for Eastman Kodak Company. Course development and delivery in Rochester, NY; Mexico City; Melbourne; December 1996 through June 1997.

“Telephony U,” for Time Warner Communications, Inc. Course development and delivery, Daniels College of Business Center for Management Development, six cohorts, in Austin, TX and Denver, CO, spring 1995 through spring 1996.

“New Product Development Workshop,” for Ball Corporation Metal Container Group. Course development and delivery, Daniels College of Business Center for Management Development, Westminster, CO, December 1995.

Conducted seminars for the City of Englewood, CO on planning and strategic decision making, September and November 1995.

Great Lakes Cable TV Association, “Marketing in Competitive Markets: Fundamentals, Strategies, Issues, and Traps,” workshop at annual meeting, Indianapolis, September 1994.

Concord, Inc. “Strategic Change: The Essence of Entrepreneurship,” workshop for Annual Management Retreat, Denver, April 1993.

“Business Plan Basics,” Committee of 200 Outreach Program on Women’s Entrepreneurship, University of Denver, June 1992.

## **CONFERENCE AND OTHER PRESENTATIONS**

### **Practitioner Audiences**

“Building Better Business Models”, New York, Boston, Boulder, Mumbai, Delhi, Bangalore, Hyderabad, September-November 2009.

“Assessing Opportunities for Growing Your Business”, The Indus Entrepreneurs UK, London, February and October 2009.

Panelist, TiEger’s Den, The Indus Entrepreneurs UK, London, October 2008.

“Getting to Plan B”, London Business School Alumni Reunion, London, October 2008.

“Building Breakthrough Business Models, The Indus Entrepreneurs, Hyderabad, September 2008.

“Assessing Opportunities for Growth”, Keynote Session, Raymond James Investment Services Annual Conference, Egham, Surrey, April 2008

“What to Do *Before* You Write a Business Plan,” London Business School Alumni Association, Buenos Aires, November 2007.

“What to Do *Before* You Write a Business Plan,” Latin American Global Forum, London Business School Alumni Association, Rio de Janeiro, October 2007.

“Assessing Opportunities,” Tokyo Chapter, London Business School Alumni Association, Tokyo, September 2007.

“What to Do *Before* You Write a Business Plan,” Globis Capital Partners and Globis Business School, Tokyo, September 2007.

“Assessing Opportunities,” BusinessLinks MasterClass, Egham, Surrey, March 2006.

“What Technology Entrepreneurs Should Do Before Writing a Business Plan,” Gate2Growth, London, November 2005.

“What Savvy VCs Examine Before Placing Their Bets,” African Venture Capital Association Annual Conference, Mombasa, November 2005.

“The Case Method in Business Education,” Business Leader’s Roundtable, International Finance Corporation, Nairobi, October 2005.

“What to Do *Before* You Write a Business Plan,” European Venture Academy, Copenhagen, October 2005.

“What Angels Do Before They Invest,” Southwest Angel Investment Network, Bristol, September 2005.

“What to Do *Before* You Write a Business Plan,” European Venture Academy, London Business School, May 2005.

“Real-World Research Impacting Real-World Practice,” London Business School Private Equity Conference, May 2005.

“Case Writing, Case Learning,” CEO Roundtable, International Finance Corporation, Nairobi, November 2004.

“Marston Venture Management,” presentation to meeting of Stockholm-area alumni of London Business School and other business schools, Stockholm, November 2004.

“Real-World Research and Real-World Practice,” presentation to meeting of San Francisco-area alumni of London Business School, San Francisco, October 2004.

“Real-World Research and Real-World Practice,” presentation at London Business School student marketing event, San Francisco, October 2004.

“Marston Venture Management,” Alumni Conference, London Business School, June 2004.

Facilitator, BDO Stoy Hayward entrepreneurs’ luncheon, London, April 2004

“What to Do *Before* You Write a Business Plan,” European Venture Academy, London Business School, March 2004.

“Assessing Entrepreneurial Opportunities,” Inner City 100 Masterclass, London Business School, November 2003.

Session Moderator, Women in Business Conference, London Business School, October 2003.

“What to Do *Before* You Write a Business Plan,” presentation to meeting of Chicago-area alumni of London Business School, Chicago, August 2003.

“Marston Venture Management,” MBA Open Day, London Business School, June 2004.

“Building Entrepreneurial Teams,” Inner City 100 Masterclass, London Business School, November 2002.

“Social vs. Business Entrepreneurs: Similarities and Differences,” Summit on Social Entrepreneurship, Schwab Foundation, Geneva, October 2002.

Moderator, International Roundtable, Ernst & Young World Entrepreneur of the Year, Monte Carlo, May 2002.

### **Academic Audiences**

“Teaching Your Students about Business Models,” Roundtable on Entrepreneurship Education for Engineers Latin America, Termas de Chillan, Chile, November 2007.

“Getting to Plan B”, From Research to Business, ESBRI, Stockholm, October 2008.

“What to Offer before Your Business Plan Course,” Roundtable on Entrepreneurship Education for Engineers Latin America, Rio de Janeiro, October 2007.

“What to Offer before Your Business Plan Course,” EFER Conference, IESE, Barcelona, May 2007.

“What to Offer before Your Business Plan Course,” Roundtable on Entrepreneurship Education for Engineers, Stanford University, October 2006.

“What to Offer before Your Business Plan Course,” Roundtable on Entrepreneurship Education for Engineers Europe, Munich, September 2006.

“What to Offer before Your Business Plan Course,” NCGE Conference, York, September 2006.

“Case Writing and Case Learning,” Faculty Workshop, United States International University, Nairobi, January 2005.

“Case Teaching, Case Learning,” Conference of Swedish Entrepreneurship Faculty, Stockholm, November 2004.

“Case Teaching, Case Learning,” BEST Workshop on “Building World-Class Entrepreneurship Programmes,” London Business School, November 2004.

“What to Do *Before* Your Business Plan Course,” Roundtable on Entrepreneurship Education for Scientists and Engineers, Stanford University, October 2004.

“What to Do *Before* Your Business Plan Course,” Academy of Management Annual Conference, New Orleans, August 2004.

Research Seminar, “Assessing Entrepreneurial Opportunities,” Harvard Business School, February 2004.

“What to Do *Before* Your Business Plan Course,” CLUSTER Conference, Darmstadt, February 2004.

“Assessing Opportunities: A Conceptual Framework,” Lally-Darden Entrepreneurship Research Retreat, Albany, New York, November 2003.

“Assessing Opportunities: A Conceptual Framework,” UIC/AMA Research Symposium on Marketing and Entrepreneurship, Chicago, August 2003.

“Missing the Boat or Sinking the Boat: A Study of New Venture Decision Making,” EVI Conference, New York University, April 2003.

“Assessing Opportunities: A Conceptual Framework,” Grief Symposium, University of Southern California, February 2003.

“Different Strokes for Different Folks: A Framework for Opportunity Assessment,” presented at UIC/AMA Research Symposium on Marketing and Entrepreneurship, Chicago, August 2000.

“Assessing New Product Opportunities: The Hidden Questions,” presented at Marketing Science Institute Conference: “Ready, Set, Go! Creativity, Innovation, and New Products,” Denver, June 2000.

“Entrepreneurial Strategies for Market Entry: A Risk-Based Typology,” with D. Forlani, presented at UIC/AMA Research Symposium on Marketing and Entrepreneurship, Nice, France, June 1999.

“Integrated MBA Programs: Lessons Learned and Future Challenges,” a special session at American Marketing Association Summer Educators’ Conference, August 1996.

“New Venture Decisions of Women Entrepreneurs: An Experimental Investigation,” with D. Szyliowicz, presented at the Global Conference on Entrepreneurship Research, London, June 1996.

“Risk Perceptions of Entrepreneurs: Upsides, Downsides, and Variability of Anticipated Returns,” with D. Forlani, presented at Fifth Annual Global Conference on Entrepreneurship Research, Salzburg, March 1995.

“Cross Cultural Research in Entrepreneurship: A Research Agenda,” with J. R. Evaristo, presented at Fourth Annual Global Conference on Entrepreneurship Research, INSEAD, Fontainebleau, France, March 1994.

“Perceptual Influences on Organizational Flexibility and Market Responsiveness,” with O.C. Walker, Jr. and D. Forlani, presented at special session, American Marketing Association Winter Educator’s Conference, February 1994.

“Threats or Opportunities: The Effects of Strategic Framing on Competitive Response,” sole authored, 12th Annual International Conference of the Strategic Management Society, London, England, October 1992.

“Managing Strategic Marketing Transitions,” with O. C. Walker, Jr. and R. W. Ruekert, Marketing Science Institute Conference: Organizing to Become Market Driven, September 1990.

## **PRESS COVERAGE**

Financial Times, BusinessWeek, INC, Forbes, Fortune, ABC Radio, TechCrunch, and many other print, broadcast, and online media far too numerous to mention (in the UK, US, India, Germany, and elsewhere): reviews, excerpts, and interviews re John Mullins and Randy Komisar, Getting to Plan B: Breaking Through to a Better Business Model, September-November 2009.

Businessworld (India), quoted in “Opportunity: The Silver Lining, Mahul Brahma, March 20, 2009.

Bytestart.co.uk, quoted in “Don’t Slash and Burn in the Drive for Cost Savings,” February 19, 2009.

Sustaining Growth, mentioned in “Managing Growth When Times Are Tough,” Autumn/Winter 2008, p 19.

Alumni News, interview of Taka Hata, “Taka Hata Goes Back to School”, Issue 115, April-June 2008.

Daily Telegraph, quoted in “Benefits of tuning into a network; Telegraph Venture Navigator,” Richard Tyler, 25 March, 2008.

Daily Telegraph, quoted in “Make money as you sleep; Telegraph Venture Navigator, Part nine,” Richard Tyler, 18 March, 2008.

Sunday Times, quoted in “Entrepreneur Challenge 2008” Diana Bentley, 16 March, 2008.

Daily Telegraph, quoted in “Have I got a deal for you; Telegraph Venture Navigator, Part seven,” Richard Tyler, 4 March, 2008.

Daily Telegraph, quoted in “Have you got what it takes to survive? Telegraph Venture Navigator, Part five” Richard Tyler, 19 February, 2008.

Daily Telegraph, quoted in “It Pays to Know Your Industry,” Richard Tyler, 12 February, 2008.

Daily Telegraph, quoted in “Get to Know Your Market,” Richard Tyler, 5 February, 2008.

Daily Telegraph, quoted in “Who are you Selling to?” Richard Tyler, 29 January, 2008.

Daily Telegraph, quoted in “Online Guide Plots the Path to Success,” Richard Tyler, 22 January, 2008.

Financial Times, mentioned in “Universities offer online support, Venture Navigator,” Jonathan Moules, 10 November, 2007.

O Globo, Rio de Janeiro, mentioned in EM DIA, 23 October 2007.

O Globo, Rio de Janeiro, interviewed in ‘Falta de planejamento é o maior entrave’, 23 October 2007.

Dagbladet Information, quoted in “Investeringsboom pa vej i Africa” 16 August 2007.

Canberra Times, quoted in “Africa Draws in New Investors” 11 August 2007.

The Independent, quoted in “The Scramble for Africa” 9 August 2007.

Daily Telegraph, quoted in “Big Brand Turning to Big Brother Questionnaires...” 29 March 2007.

Guardian, quoted in “Discovering Entrepreneurial Opportunities”, 26 March 2007.

Sunday Tribune, mentioned in Patricia Murray’s Business Life, 25 March 2007.

New Start, quoted in “Developing an Entrepreneurial Culture, March 2007.

Hindu Business Line, quoted in “Teaching Youth to Be Entrepreneurs”, 22 January 2007.

The Times, quoted in “China Sets the Pace on Young CEOs”, 18 January 2007.

The Independent, mentioned in “Pitched to Perfection”, 18 January 2007.

The Independent, mentioned in “The A-Z of Business Schools 2007,” 17 December 2006

Management Today, letter to the editor, 1 February 2006

Director, cited in “I Wanna Be Like You,” November 2005.

BBC Breakfast, interviewed, 20 October 2005.

Diario do Nordeste, profiled, 31 August 2005.

Financial Times, published “Hallmarks of an Entrepreneur Striving for Gold,” 2 August 2005.

The Times, quoted in “Schools Want to Attract Budding Entrepreneurs,” 16 May 2005.

New Start, mentioned in “Gene Therapy,” 13 May 2005.

Sunday Times, quoted in “From Brainwave to Company Lift-Off,” 23 May 2004.

Independent, quoted in “Scaling the Heights of Success,” 6 May 2004.

Management Today, quoted in “A Britain Buzzing with Enterprise,” April 2004.

Third Sector, quoted 31 March 2004.

Investors Chronicle, quoted in “Good Idea?” 19 March 2004.

Sunday Express, quoted in “Load the Dice and a Gamble Will Pay Off,” 14 December 2003.

Financial Times, quoted in “Wheeler-dealing Has Its Place in the School Timetable,” 9 December 2003.

Financial Times, quoted in “The Millionaire Mentality and Bumps on the Head,” 21 October 2003.

The Independent, interviewed in “Risks Are Par for the Course,” 16 October 2003.

Financial Times, book reviewed in “Hot Ideas, Cold Showers,” 17 July 2003.

Dunstable Gazette, book reviewed in “Identify the Traps and You Won’t Fall Down Them,” 15 July 2003.

Luton News, book reviewed in “Identify the Traps and You Won’t Fall Down Them,” 2 July 2003.

CNN World Business Report, interviewed for “Entrepreneurship Summer School,” 6 August 2002.

Response, quoted in “Growing Pains,” May 2002.

Harvard Business Manager, excerpt from my HBR article in “Wachsen Aus Eigener Kraft – Wie Schnell Geht Das,” October 2001.

## **BOARDS**

Myntra Designs Pvt Ltd, Bangalore, September 2009 – present.

National Entrepreneurs’ Network, India, International Faculty Advisory Board 2006 – present.

Business Plan Services, London, 2002-present.

Board of Directors, Allevia AG, a medical technology-based contract research organization, Bern, 2005-2007.

Board of Governors, London Business School, 2004-2007

Advisory Board, Silverglide Surgical Technologies, Inc., a medical technology company, Colorado, 1998-2006.

Advisory Board, World One Research, London, 2001-2002.

Board of Directors, Evergreen Chorale, 2000-2002.

Board of Advisors, Rockies Venture Club, 1998-2001.

Board of Directors, Stingers Soccer Club, 1995-98.

Board of Directors, Children’s Center of Evergreen, a nonprofit preschool, 1987-89.

## **PROFESSIONAL ASSOCIATIONS**

The Indus Entrepreneurs (TiE), Charter Member

American Marketing Association

Academy of Management

Strategic Management Society

## **SERVICE ACTIVITIES**

### **Academic Service to the Entrepreneurship and Marketing Disciplines**

Editorial Board, Journal of Business Venturing, 2005-2008.

Ad hoc referee, Management Science, 2008, 2007, 2004; Journal of Business Venturing, 1995-2004; Academy of Management, entrepreneurship track 2002-2004; Oxford University Press, 2003; International Journal of Research in Marketing, 2002; Case Research Journal, 1999-2002; Journal of the Academy of Marketing Science 1999-2001; Journal of Market Focused Management, 2000; Marketing Letters, 1995-1999; American Marketing Association Winter Educators' Conference, 1995-2000; North American Case Research Association Conference, 1994-1999; Academy of Marketing Science, 1993.

Chair, Marketing and Entrepreneurship Track, American Marketing Association Winter Educators' Conference, February 2001.

### **London Business School**

PhD Committee, 2004-2007.

Chair, Entrepreneurship Subject Area, 2002-2008.

Director, Entrepreneurship Summer School, 2002-present.

Examinations Committee, 2002-2008.

Management Board, 2001-2008.

MBA Core Course Committee, 2001-2008.

### **Daniels College of Business, University of Denver**

DCB Graduate Programs Committee, 2000-2001.

Positioning in the Competitive Environment Course Team, 1993-2001; Chair, 1999-2001.

DCB MBA Curriculum Review Committee, 1998-2001.

DCB Case Center/Integrative Scholarship Committee, 1995-2001.

DCB Applied Scholarship Committee, 1998-2000.

Director, DCB Program in Entrepreneurship and Venture Management, 1997-98; filled vacancy, as de facto director, 1998-99.

DCB Undergraduate Programs Committee, 1997-98.

DCB Entrepreneurship Committee, 1992-1997.

DCB Faculty Resources Task Force, 1994-95.

DCB Dean's Strategic Initiatives Committee, 1994.

## **Department of Marketing, Daniels College of Business, University of Denver**

Recruiting committee chair, 1993-94 and 2000-01.

Curriculum committee, 1996-present.

Brown Bag Lunch Chair, 1994-1997.

## **Community**

Various pro bono roles for Evergreen High School 1994-99; the Stingers Soccer Club and North Suburban Soccer Association 1984-98; Wilmot Elementary School 1988-89, 1993-94; Children's Center of Evergreen, a nonprofit preschool, 1987-89.

## **CONSULTING**

International Finance Corporation / Graduate Business School Network (World Bank Group), 2004-2007.

Pumpkin Masters, Ltd., 1995-2000.

Center for Performance Assessment, 2000.

Primordial, LLC, 1999.

CAP Logistics, Inc., 1998.

US West Dex, 1997.

St. Louis Music, 1997.

American Occupational Therapy Association, 1997.