

August 2009

## CURRICULUM VITAE

### THOMAS PATRICK BARWISE

#### PERSONAL:

Work: London Business School  
Regent's Park  
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1c King Henry's Road  
London NW3 3QP, UK  
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Date of Birth: 26th June 1946. British.

Family: Married with two children (born 11.76 and 8.79).

#### EDUCATION:

1985 **London University (External)**. PhD: "Mass Attitudes and Routine Choice Behaviour".

1971-73 **London Business School** (IBM Advanced Degree Studentship)  
MSc (Distinction): Business Studies.

1965-68 **Lincoln College, Oxford** (Old Members' Scholar). BA (Honours):  
Engineering Science with Economics. MA 1973.

#### EMPLOYMENT:

1976- **London Business School**: Professor of Management and Marketing  
1990- (Emeritus 2007-); Senior Lecturer in Marketing 1987-90;  
Lecturer in Marketing 1982-87; Senior Research Officer 1976-82.

1974-76 **Graphic Systems International**: Marketing Director.

1973-74 **The Austin-Hall Group**: Assistant to Chief Executive.

1968-71 **IBM United Kingdom**: Systems Engineer, technical sales.  
(Outstanding Contribution Award 1971).

**TEACHING:** MBA and executive teaching (1976-2006): marketing management, competitive positioning/strategy, strategic investment decisions, and “Making Things Happen” (middle management and innovation)

PhD supervision:

- **Anita Elberse** (2002, now an associate professor at Harvard Business School): sequential product release in international markets
- **Seán Meehan** (1997, now a chaired professor at IMD, Lausanne): market orientation (winner of Marketing Science Institute’s Alden G Clayton award for dissertation proposal)
- **Laura Cousins** (1985, now a freelance consultant and lecturer): marketing planning in theory and practice

**RESEARCH:** Wide range of research interests and publications with an emphasis on applied empirical research:

- Customer focus (“Simply Better”)
- Consumer/audience behaviour
- Brands, brand equity and advertising
- Strategic investment decisions
- Market metrics and financial reporting
- Marketing expenditure trends
- New media and digital marketing
- Empirical generalizations (“Double Jeopardy”)
- Which academic research do managers find useful?

See attached list of publications.

**MANAGEMENT:**

2008	Interim Head of External Relations (6.08-11.08)
2007-08	Non-executive director, Centre for Creative Business
2004-06	Chief Examiner and Senate representative
2004-06	Director, MBA Projects
1996-2004	Director/Chairman, Future Media Research Programme
1993-2000	Director, Centre for Marketing
1991-93, 98-02	Joint Managing Editor, Business Strategy Review
1990-92	Faculty Dean
1989-92, 98-00	Elected Governor
1989-93, 98-01, 04-06	Chairman, Marketing Faculty
1986-88	Director, London Executive Programme
1983-86	Director, Alumni Affairs

## **OUTSIDE ACTIVITIES:**

**Consulting/management workshops.** Clients in financial, marketing, retail, and professional services, central government, consumer goods, telecoms, and media.

**Applied research/consulting on media and advertising** for a variety of broadcasting and related companies, regulators, etc.

**Expert witness for commercial/competition/tax cases** in Brussels, Frankfurt, London, Paris, and Washington. Clients mostly consumer product companies but also tax authorities and some other corporate clients.

### **Selected pro bono activities**

Consumers' Association (Which?) Council, 1995-2000, 2006- (Deputy Chairman 1998-2000); Oftel Consumer Panel, 1999-2000; Society for the Advancement of Management Studies, 2000-03; judge, IPA Advertising Effectiveness Awards (1992, 2000) and Marketing Society Excellence Awards (2005-07); chaired Which?/ISBA task force on commercial activities in schools, 2000-01; member of the Hansard Society (Puttnam) commission on Parliament and the public, 2004-05; various advisory boards.

### **Other outside activities**

Founding investor and advisory board member, Verve (online brand communities), 5.09-.

Member of academic panel on the impact of the commercial world on childhood, Department for Children, Schools and Families (3.08-3.09).

Fellow of the Sunningdale Institute, a UK government virtual academy on public service management (since 11.05). Member of the team commissioned by the UK Civil Service Steering Board to evaluate departmental Capability Reviews (4.07-11.07).

Independent report for the BBC Board of Governors on public responses to the BBC's licence fee bid (4.06).

Independent review for Tessa Jowell, Secretary of State for Culture, Media and Sport, of the BBC's digital television services (10.04).

Occasional columnist, **FT Creative Business**, 2001-03 (13 columns).

Founding investor and advisory board member, The Mobile Channel/Research Now (permission-based mobile marketing and online field research) 2000-04. IPO 2005.

Marketing audit for UK Government's National Audit Office of the regulator's decision to award the National Lottery to Camelot (3.95).

Fellow and member of the President's Committee, The Marketing Society.

Listed in **Who's Who**.

## CURRENT PORTFOLIO:

I retired from London Business School in December 2006 to work on a wider portfolio of activities. I no longer do any regular teaching or administration (except recently as interim head of external relations) but still use the School as my base and am involved in activities such as research seminars, mentoring the students' Media Club and supervising student projects. The rest of my time is now divided between research and writing and a growing range of outside activities.

### Research and Writing:

- I am writing **another book with Seán Meehan (IMD, Lausanne)**, on how companies can achieve profitable, long-term, market-leading organic growth. This is a follow-up to our prize-winning book *Simply Better*, published by HBS Press in 2004.
- Julian Birkinshaw (LBS) and I are doing a study on “**Which academic research do managers find useful?**” based on the academic research content of best-selling management books and practitioner journals such as *Harvard Business Review*.
- I am also collaborating with research consultancy ACB on a video ethnography study (ie filming people over 2-3 weeks in a small sample of homes) of **TV viewing in households with 'converged' TV equipment**.

### Outside Activities:

My retirement from LBS has given me more time for **consulting and expert witness work**. Recent clients include the Royal Mail Group (marketing/customer focus consulting), the UK Civil Service Steering Board (the Sunningdale Institute evaluation of departmental capability reviews), a national newspaper group (board-level strategy workshop), a European industrial company (coaching the marketing and sales director), two consumer product companies (expert witness for separate commercial cases in France and Germany), the UK tax authority HMRC (advising on an international tax case), and Claes Fornell International (advising on the introduction of a UK equivalent of the American Customer Satisfaction Index). I also do occasional in-company and conference presentations, mainly on *Simply Better*.

I continue to participate in a range of **pro bono activities** at Which?, the Sunningdale Institute, the Marketing Society, etc, and am a frequent conference/workshop speaker on **broadcasting policy**, eg at the Oxford Media Convention, Westminster Media Forum, Ofcom, and the BBC Trust.

## SELECTED PUBLICATIONS

### Books:

Patrick Barwise and Seán Meehan, **Simply Better: Winning and Keeping Customers by Delivering What Matters Most**. Harvard Business School Press, 2004. Winner, American Marketing Association 2005 Berry-AMA Prize for the best recent book in marketing. Seven foreign language translations.

Patrick Barwise (ed), **Advertising in a Recession**, WARC/NTC, 1999. Reissued as a DVD, 2008.

Patrick Barwise and Kathy Hammond, **Predictions: Media**, London: Weidenfeld & Nicolson, 1998. Polish edition, Proszynski i S-Ka, 2000.

Vassilis Papadakis and Patrick Barwise (eds), **Strategic Decisions**, Boston: Kluwer, 1997.

Patrick Barwise and Andrew Ehrenberg, **Television and its Audience**, Beverly Hills and London: Sage Publications, 1988. Japanese edition, NHK/Hosei University Press, 1991. Korean edition, Hanwool Publishing Company, 1995.

### Reports and Monographs:

Patrick Barwise, David MacLeod, Sue Richards, Howard Thomas, and David Tranfield, **Take-off or Tail-off?: An Evaluation of the Capability Reviews Programme**, Sunningdale Institute, November 2007 ([www.nationalschool.gov.uk/sunningdaleinstitute](http://www.nationalschool.gov.uk/sunningdaleinstitute)).

Seán Meehan, Patrick Barwise, Mark Vandenbosch and Willem Smit, **The Impact of Organizational Values on the Effectiveness of Market-Oriented Behaviors**, MSI working paper, Cambridge, MA: Marketing Science Institute, October 2007 ([www.msi.org](http://www.msi.org)). (Most downloaded MSI working paper, 2007).

Sarah Pearson and Patrick Barwise, **PVRs and Advertising Exposure: A Video Ethnographic Study**, ACB Actual Customer Behaviour LLP, U. of Sussex, September 2006 ([www.acbuk.net](http://www.acbuk.net)).

Patrick Barwise, **The BBC's Licence Fee Bid: What Does the Public Think?**, BBC Board of Governors, April 2006 ([www.bbc.co.uk/bbctrust](http://www.bbc.co.uk/bbctrust)).

Patrick Barwise, **Independent Review of the BBC's Digital Television Services**, Department for Culture, Media and Sport, October 2004 ([www.culture.gov.uk](http://www.culture.gov.uk)).

Patrick Barwise and Alan Styler, **Marketing Expenditure Trends**, London Business School and Paris: Havas, December 2002. ([www.london.edu/marketing/met](http://www.london.edu/marketing/met)). Second edition, December 2003.

Tim Ambler, Patrick Barwise and Chris Higson, **Market Metrics: What Should We Tell the Shareholders?**, London: Centre for Business Performance, 2001.

Patrick Barwise, **Children, Advertising, and Nutrition**, London: Advertising Association, 1994.

Patrick Barwise, Chris Higson, Andrew Likierman, and Paul Marsh,

**Accounting for Brands**, London: Institute of Chartered Accountants in England and Wales, 1989.

(<http://faculty.london.edu/chigson/accounti.pdf>).

Paul Marsh, Patrick Barwise, Kathryn Thomas, and Robin Wensley, Managing **Strategic Investment Decisions**, Centre for Business Strategy, LBS, 1988.

Patrick Barwise, **Online Searching: The Impact on User Charges of the Extended Use of Online Information Services**, Paris: International Council of Scientific Unions Abstracting Board (ICSU-AB), 1979.

**Special Issue:**

Patrick Barwise (ed), Special Issue on Brand Equity, **International J. Research in Marketing**, 9,1, (March 1993).

**Papers/articles:**

Patrick Barwise and Seán Meehan, "Differentiation that Matters", **Market Leader**, Marketing Society 50<sup>th</sup> Anniversary Issue (March 2009), 34-36.

Sarah Pearson and Patrick Barwise, "PVRs and Advertising Exposure: A Video Ethnographic Study", **Qualitative Market Research**, 11, 4, 386-399, 2008.

Patrick Barwise and Seán Meehan, "So You Think You're a Good Listener", Forethought, **Harvard Business Review**, April 2008, p22.

John Farley and Patrick Barwise, "How European Marketing Management Measures Up to Take On the Future", **Organizational Dynamics**, 34,3 (September 2005), 273-284.

Patrick Barwise and John Farley, "The State of Interactive Marketing in Seven Countries: Interactive Marketing Comes of Age", **J. of Interactive Marketing**, 19, 1 (Summer 2005). 67-80.

Patrick Barwise and Seán Meehan. "Don't Be Unique, Be Better", **MIT Sloan Management Review**, 45, 4 (Summer 2004), 23-26.

Vassilis Papadakis and Patrick Barwise, "How Much do CEOs and Top Managers Matter in Strategic Decision-Making?", **British J. of Management**, Vol. 13, 83-95 (2002).

Patrick Barwise and Colin Strong, "Permission-Based Mobile Advertising", **J. of Interactive Marketing**, 16, 1 (2002), 14-24.

F Dall'Olmo Riley, ASC Ehrenberg, SB Castleberry, TP Barwise and NR Barnard, "The Variability of Attitudinal Repeat-Rates", **International J. Research in Marketing**, 14, 5 (1997), 437-450.

Patrick Barwise, "Don't Let a Virus Spoil the Party", commentary in Perspectives feature on "The Future of Interactive Marketing", **Harvard Business Review**, Nov-Dec 1996, 151-166.

Patrick Barwise, "Good Empirical Generalizations", **Marketing Science**, 14, 3, Part 2 (1995), G29-G35.

Patrick Barwise, "Brand Equity: Snark or Boojum?", **International J. Research in Marketing**, 9, 1 (March 1993), 93-104.

Andrew Ehrenberg, Gerald Goodhardt, and Patrick Barwise, "Double Jeopardy Revisited", **J. Marketing**, 54, 3 (July 1990), 82-91.

Patrick Barwise, Paul Marsh and Robin Wensley, "Must Finance and Strategy Clash?", **Harvard Business Review**, 67, 5 (Sep-Oct 1989), 85-90.

Patrick Barwise, Paul Marsh and Robin Wensley, "Strategic Investment Decisions", **Research in Marketing**, 9 (1987), 1-57.

Patrick Barwise and Andrew Ehrenberg, "The Liking and Viewing of Regular TV Series", **J. Consumer Research**, 14, 1 (June 1987), 63-70.

Patrick Barwise, "Repeat-Viewing of Prime-Time TV Series", **J. Advertising Research**, 26 (Aug-Sept 1986), 9-14.

Patrick Barwise and Andrew Ehrenberg, "The Reach of TV Channels", **International J. Research in Marketing**, 1 (1984), 37-49.

Patrick Barwise, Andrew Ehrenberg and Gerald Goodhardt, "Glued to the Box?: Patterns of TV Repeat-Viewing", **J. Communication**, 32, 4 (Autumn 1982), 22-29.

Patrick Barwise, "The Cost of Literature Search in 1985", **J. Information Science**, 1, 4 (1979), 195-201. Reprinted in W A Katz, ed., **Reference and Information Services: A New Reader**, Metuchen NJ: Scarecrow Press, 1982; in D W King, N K Roderer and H A Olsen, eds., **Key Papers in the Economics of Information**, London: Knowledge Industry Publications, 1983; and in P Bysouth, ed., **The Economics of Online**, London: Taylor Graham, 1987.

#### **Book Chapters:**

Patrick Barwise and Virginia Rodriguez Perlado, "Mobile Advertising: A Research Agenda" in Marla Stafford and Ron Faber, eds, **Advertising, Promotion, and New Media**, M E Sharpe, 2004, 261-277

Patrick Barwise, "What Are the Real Threats to Public Service Broadcasting?" in Damian Tambini and Jamie Cowling, eds, **From Public Service Broadcasting to Public Service Communications**. London: ippr, 2004, 16-33.

Patrick Barwise, "Preface" in Rita Clifton, ed, **Brands and Branding**, The Economist and Profile Books, 2003, xiii-xvii. Second edition, 2009.

Anita Elberse, Patrick Barwise and Kathy Hammond, "The Impact of the Internet on Horizontal and Vertical Competition: Market Efficiency and Value Chain Reconfiguration" in Michael R Baye, ed, **Internet Economics** (Advances in Applied Microeconomics, Volume 9). Elsevier Science, 2002, 1-27.

Patrick Barwise, Kathy Hammond and Anita Elberse, "Marketing and the Internet" in B A Weitz and R Wensley, eds, **Handbook of Marketing**, London: Sage, 2002, 527-557.

Patrick Barwise and John Deighton, "Digital Marketing Communication" in J Wind and V Mahajan, eds, **Digital Marketing: Global Strategies from the World's Leading Experts**, New York: Wiley, 2001, 339-361.

Patrick Barwise, Andrea Dunham and Mark Ritson, "Ties That Bind: Brands, Consumers and Businesses" in J Pavitt, ed, **Brand.New**, London: V&A Publications, 2000, 70-97.

Patrick Barwise, "Strategic Investment Decisions and Emergent Strategy" in G Bickerstaffe, ed, **Mastering Management**, London: FT Pitman, 1997, 562-571.

Patrick Barwise, "How Much Does Food and Drink Advertising Influence Children's Diet?" in G Smith, ed, **Children's Food: Marketing and Innovation**, London: Blackie, 1997, 126-151.

Patrick Barwise, "Overview: Marketing" in S Crainer, ed, **Financial Times Handbook of Management**, London: Pitman, 1995, 568-580.

Patrick Barwise, Paul Marsh, Kathryn Thomas, and Robin Wensley, "Managing Strategic Investment Decisions" in A Pettigrew, ed, **Competitiveness and the Management Process**, Oxford: Basil Blackwell, 1988, 86-136.

Patrick Barwise, Paul Marsh, Kathryn Thomas and Robin Wensley, "Research on Strategic Investment Decisions", in J. McGee and H Thomas, eds., **Strategic Management Research: A European Perspective**, New York and Chichester: John Wiley, 1986, 23-52.

80+ other articles, mainly in the **Financial Times**, **Business Strategy Review** and various trade journals.