

February 2008

## CURRICULUM VITAE

### THOMAS PATRICK BARWISE

#### PERSONAL:

Work: London Business School  
Regent's Park  
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Home: 6 Emerald House  
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 Manager.

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
- Strategic investment decisions
- “Marketing Warfare” (competitive positioning/strategy)
- “Making Things Happen” (middle management and innovation)
- Marketing communications
- Digital marketing

PhD supervision:

- **Anita Elberse** (2002, now an assistant 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 generalisations (“Double Jeopardy”)

See attached list of publications.

**MANAGEMENT:**

2007-	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 include financial, marketing, retail, and professional services, central government, consumer packaged goods, telecoms, and media companies.

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

**Expert witness for commercial/competition/tax cases** in London, Brussels, Washington and Paris (International Chamber of Commerce). Clients mostly consumer products companies but also tax authorities and some other corporate clients.

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).

Member, advisory board, 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).

**Pro bono activities :** Consumers' Association (Which?) Council 1995-2000 (Deputy Chairman 1998-2000), 2006- ; Ofcom Consumer Panel 1999-2000; Big Brothers & Sisters GB 1999; Society for the Advancement of Management Studies 2000-03; Institute of Practitioners in Advertising (IPA Advertising Effectiveness Awards) 1992, 2000; chaired task force on commercial activities in schools set up by Which? and the Incorporated Society of British Advertisers (ISBA) 2000-01; member of the Hansard Society (Puttnam) commission on Parliament and the public, 2004-05; judge, annual Marketing Society Marketing Awards (2005-); various advisory boards.

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

Fellow of 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 but still use LBS as my base and am involved in many School activities such as research seminars, mentoring two student clubs (Media and Marketing), representing the School on the board of the Centre for Creative Business (a joint venture with University of the Arts London), 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:**

- My main project is another book with Seán Meehan (IMD, Lausanne), to be published in 2009 by Harvard Business School Press. The working title is *Customer Insights That Matter*. This is a follow-up to our prize-winning book *Simply Better*, published by HBSP in 2004. It focuses on customer insight, organisational responsiveness, innovation, and brand as drivers of market-leading organic growth. We especially emphasise the practicalities of market orientation, execution, and relentless improvement.

- Julian Birkinshaw (LBS) and I are doing an exploratory study, "Which academic research do managers find useful?". We are analysing the academic research content of best-selling management books and journals such as *Harvard Business Review*. We anticipate considerable interest in the results.

- 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. This builds on a 2006 study of personal video recorder usage. In both studies, behaviour change is evolutionary, not revolutionary as many commentators suggest.

- Finally, I am helping to guide a study of the impact of technology and other trends on UK journalism. This is a Reuters Institute (Oxford University) project, but much of the research is being done by two LBS students under my supervision. I am also on the project advisory group.

### **Outside Activities:**

My retirement from LBS has given me more time for **consulting**. Current and 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 national retail group (marketing workshop), a European industrial company (coaching the marketing and sales director), a US consumer products company (expert witness for a commercial case in Paris), and HMRC (advisor and potential expert witness on an international tax case). I also do occasional in-company and conference presentations 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.

## PUBLICATIONS

### Books:

Patrick Barwise and Seán Meehan, **Customer Insights That Matter**. In preparation for publication by Harvard Business School Press, 2009.

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 translations.

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

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).

**Refereed Articles:**

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

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, "Customer Focus", in Sue Richards, ed, **21<sup>st</sup> Century Public Services: Learning from the Front Line**, National School of Government, 2008 (in press).

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, "Long-Term Issues for TV Advertising" in Beverly Clarke, ed., **The New Medium of Television: Reinterpreting TV for the 21<sup>st</sup> Century**, London: Flextech Television, 2004, 24-32.

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.

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.

#### **Other Publications:**

Patrick Barwise and Seán Meehan, "In-the-Box Innovation", **Business Strategy Review** 17,2 (Summer 2006), 68-73.

Patrick Barwise and Seán Meehan, "Thinking Smarter Inside-the-Box", **Market Leader** (Spring 2006), 40-45.

Patrick Barwise, "The Drucker Challenge", **Market Leader** (Spring 2006), 10.

Patrick Barwise and Seán Meehan, "Simply Better is Simply Better", **Marketing Research** 17,3 (Fall 2005), 45-46.

Patrick Barwise and Seán Meehan, "Simply Better", **Marketing Research** 17,2 (Summer 2005), 8-14.

Patrick Barwise and Seán Meehan, "Developing a Customer-Focused Mindset", **J. of Direct, Data and Digital Marketing Practice** 7,2 (October – December 2005), 122-136.

Patrick Barwise and Seán Meehan, "Making Differentiation Make a Difference", **Strategy & Business** 37 (Winter 2004), 10-11.

Patrick Barwise and Seán Meehan, "Simply Better: Delivering What Matters Most", **Market Leader**, (Winter 2004), 58-62.

Patrick Barwise and Seán Meehan, "6 Rules to Become Simply Better", **Business Strategy Review** 15,3 (Autumn 2004), 25-31.

Patrick Barwise and John Farley, "Marketing Metrics: Status of Six Metrics in Five Countries", **European Management J.** 22, 3 (June 2004), 257-262.

Patrick Barwise and John Farley, "Which Marketing Metrics Are Used and Where?", **MSI Reports**, 03-002, (Marketing Science Institute, Cambridge MA), 2003, 105-107. Report No. 03-111.

Patrick Barwise, "TV, PC, or Mobile? Future Media for Consumer e-Commerce", **Business Strategy Review**, 12,1 (Spring 2001), 35-42.

Patrick Barwise, "Books: Internet Marketing", **Business Strategy Review**, 11, 4 (Winter 2000), 61-70.

Patrick Barwise and John Deighton, "Digital Media: Cutting Through the Hype", in **Mastering Marketing**, London: FT Pitman, 1999, 23-27.

Patrick Barwise and Seán Meehan, "Professional Service Firms: Unsung Masters of Marketing", in **Mastering Marketing**, London: FT Pitman, 1999, 235-240.

Patrick Barwise and Seán Meehan, "Do You Value Customer Value?", in **Mastering Marketing**, London: FT Pitman, 1999, 269-274.

Tim Ambler and Patrick Barwise, "The Trouble with Brand Valuation", **J. of Brand Management** 5,5 (1998), 367-377.

Arvind Sahay, Jane Gould and Patrick Barwise, "New Interactive Media: Experts' Perceptions of Opportunities and Threats to Existing Businesses", **European J. Marketing**, Special Issue on Marketing in Cyberspace, 32, 7/8 (1998), 616-628.

Patrick Barwise, "Editorial: Brands in a Digital World", **J. Brand Management**, 4, 4 (1997), 220-223.

Roy Westbrook and Patrick Barwise, "TQM in Leading FMCG Companies", **Total Quality Management J.**, 6, 4 (1995), 365-382.

Patrick Barwise, "Marketing Today and Tomorrow", **Business Strategy Review**, 6, 1 (Spring 1995), 45-59.

S B Castleberry, N R Barnard, T P Barwise, A S C Ehrenberg and F. Dall'Olmo Riley, "Individual Attitude Variations Over Time", **J. Marketing Management**, 1994, 10, 153-162. Reprinted in G J Hooley and M K Hussey, eds, **Quantitative Methods in Marketing**, London and San Diego: Academic Press, 1994.

Patrick Barwise and Tom Robertson, "Brand Portfolios", **European Management J.**, 10,3 (September 1992), 277-285.

Patrick Barwise and Andrew Ehrenberg, "Consumer Beliefs and Awareness", **J. Market Research Society**, 29, 1 (1987), 88-93.

Patrick Barwise and Andrew Ehrenberg, "Consumer Beliefs and Brand Usage", **J. Market Research Society**, 27, 2 (1985), 81-93.

Patrick Barwise and Andrew Ehrenberg, "How Much Does UK Television Cost?" **International J. Advertising**, 2, 1, (Jan-Mar 1983), 17-32.

Patrick Barwise, "Five Rules for Report Writing", **LBS Journal**, 5, 2 (Winter 1980), 32-34. Reprinted in **Handbook for Managers**, Isleworth: Kluwer-Harrap, May 1982.

Patrick Barwise, Andrew Ehrenberg and Gerald Goodhardt, "Audience Appreciation and Audience Size", **J. Market Research Society**, 21, 4 (1979), 269-289.

50+ other articles, mainly in the **Financial Times** and various marketing and media trade journals.