

## DAVID WALTERS B.A., M.Sc., Ph.D.

### PERSONAL DETAILS

**Position** Professor of Management in Logistics and Supply Chain Management

**Qualifications** BA (Alberta) 1969  
MSc (University of Bradford) 1971  
PhD (Cranfield School of Management: Cranfield Institute of Technology) 1974

**Location**

3/21 Hunts Ave  
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NSW 2122  
Australia

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The University of Sydney  
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David Walters BA (Alberta), MSc (Bradford), PhD (Cranfield) is Professor of Logistics and Supply Chain Management at ITLS. He has held posts at the universities of Western Sydney (Sydney Graduate School of Management), Macquarie University, Oxford University (Templeton College), and the Cranfield School of Management. He has published a number of textbooks in business and marketing subjects, the most recent "Strategic Operations: a Value Chain Approach" was published in 2007. He has published over 30 articles in professional journals. He is the Australasian editor for the International Journal of Physical Distribution and Logistics Management. David Walters has teaching experience in a wide range of continents including North America, the Middle East, Europe, Asia, and Africa. In addition to his wide teaching experience he has acted as a consultant for a number of international companies. These include: BOC, CSR, Harrods, Laura Ashley, The Kingfisher Group, Storehouse, British Oxygen Company, Marks and Spencer, Tesco and a number of others.

### RESEARCH

#### Projects

##### Development of Value Chain Structure for AWA Ltd

In 2005 AWA Ltd sponsored an in-company research project to develop a value chain structure for their organisational development team. \$10000

## **Exploring the Structure of Outsourcing Decisions in the Computer Service Industry (Walters and Glaser)**

In August 2005 AWA Ltd made available \$25,000 for an investigation of value chains and their adoption in the Computer Service Industry. Subsequently UWS joint funded the project by a further \$20000. A report will be issued in late 2007 (delayed due to my departure from UWS). The computer hardware industry is an example of an established value chain with much of its manufacturing, distribution and service operations outsourced. This study considers the recent developments in outsourcing and compares these with the developments within the computer industry.

## **Applying Activity Based Management Techniques to the Evaluation of Customer Value Drivers**

In 2004 Coates (sewing thread manufacturers), with Sri Lanka facility, sponsored a research project (through SGSM/UWS) to explore the application of activity based management in developing corporate value propositions for customer groups. Value \$20000

Over the past ten years I would estimate that I have raised some \$100000 in contract research funding.

## **PhD Supervision**

Cranfield School of Management:	Two candidates; both granted degree.
Templeton College, Oxford:	Two candidates; both granted degree
Macquarie University:	Four candidates; supervision ended as I left MU to join SGSM.
SGSM:	Two candidates; supervision ended when I left. SGSM/UWS
ITLS	One PhD candidate and one MPhil candidate

## **PUBLICATIONS**

### ***Books***

Walters, D. (1974) *Physical Distribution Futures for the UK Food Industry*, Gower Press

Walters, D. (1974) with M Christopher and G Wills, *Introduction to Marketing*, MCB Publications,

Walters, D. (1977) with M Christopher, *Distribution Planning and Control*, Gower Press

Walters, D. (1978) with M Christopher and G Wills *Effective Distribution Management*, MCB Publications

Walters, D. (1984) with D Knee, *Strategy in Retailing; Theory and Application* (also in Swedish and Japanese), Phillip Allan,

Walters, D. (1987) with D White *Retail Marketing Management* (also in Japanese), Macmillan,

Walters, D. (1988) *Strategic Retailing Management: A Case Study Approach*, Prentice Hall

Walters, D. (1991) *Retail Marketing: Theory and Case Studies* (with D Cook), Prentice Hall,

Walters, D. (1991) with Donald Harris *A Strategic Approach to Retail Operations Management*, Prentice Hall, USA

Walters, D. (1995) *Retailing Management*, Macmillan, UK

Walters, D. (1996) with D Laffy, *Managing Retailing Productivity and Profitability*, Macmillan, UK,

Walters, D. (1996) *Supply Chain Management* (with John Gattorna), Macmillan, UK,

Walters, D. (1996) with M Halliday, *Marketing and Finance*, Allen and Unwin, Sydney,

Walters, D. (2000) with J Hanrahan, *Retailing Strategy*, Macmillan, UK

Walters, D. (2002) *Strategic Operations* Macmillan/Palgrave

Walters, D. (2004) with M Halliday, *The New Economy: New Interface Issues for Marketing and Finance*, Palgrave

Walters, D. (2007) with M Rainbird, *Strategic Operations Management: A Value Chain Approach*, Palgrave,

### ***Book Chapter***

Walters, D (2003), "Financial management issues for supply chain managers", *The Gower Handbook on Supply Chain Management*, edited; Accenture Consulting, Gower

### ***Refereed Journal Articles***

Walters, D. (1972) with G Wills and M Christopher, "Output Budgeting in Marketing", *Management Decision, Monograph Series* No 1

Walters, D. (1972) "The Distribution Audit: An Application of Output Budgeting": *The International Journal of Physical Distribution*, Vol 2 No 2 February

Walters, D. (1972) "Planning the Distribution System": *The International Journal of Physical Distribution, Monograph Series* Vol 3 No 2

Walters, D. (1973) "Distribution and Retailing in the Eighties": *Cranfield Research Papers, Session* 1973/4 June

Walters, D. (1973) "The Logistics Implications of Changes in Retailing": *Retail and Distribution Management*, September/October

Walters, D, (1974) with V Brice and G Knight, "The IJPD PDM Bibliography" *The International Journal of Physical Distribution*

Walters, D. (1974) "Creating a Strategy for Profitability": *Retail and Distribution Management* May/June

Walters, D. (1974) "Vertical Marketing Systems: A Cost/Benefit Approach to Channel Strategy": *Retail and Distribution Management*, Aug/Sept

- Walters, D. (1974) "The Future Retail Pattern": *Marketing*, June
- Walters, D. (1974) "Retail Location Strategy: Time for a New Approach? *Retail and Distribution Management*, Nov/Dec
- Walters, D. (1974) "The Cost of a Stock-Out": *The International Journal of Physical Distribution*, Vol 5 No 1
- Walters, D. (1974) "Physical Distribution Futures for the UK Food Industry": *Retail and Distribution Management*, Sept/Oct 1975
- Walters, D. (1975) "Organising the PDM Function", in M Christopher and F Wentworth (eds): *The International Handbook of Physical Distribution*, Gower Press,
- Walters, D. (1975) "Cash Recycling in Distribution": *The International Journal of Physical Distribution*, Vol 5 No 2, 1974/5
- Walters, D. (1975) "World Register of Research": *International Journal of Physical Distribution*, Vol 6 No 2
- Walters, D. (1976) "You Bring the Body: We have the Strategy": *Retail and Distribution Management*, April/May
- Walters, D. (1978) "Approaches to Retailing Management: The Cambridge and District Co-operative Society": *Retail and Distribution Management*, Nov/Dec
- Walters, D. (1979) "Manufacturer/Retailer Relationships": *European Journal of Marketing*, Vol 13 Nov
- Walters, D. (1979) "Plotting Retail Strategy": *Retail and Distribution Management*, Sept/Oct, Nov/Dec 1979
- Walters, D. (1981) "The 1980s in Retailing; a Prospective View": *Retail and Distribution Management*, Nov/Dec
- Walters, D (1983) with C A Rands, "Computers in Retailing": *International Journal of Physical Distribution*, Vol 13 No 4 1983
- Walters, D. (1985) with D Knee, "Competing Successfully in a Dynamic World", *Retail and Distribution Management*, Mar/April 1985
- Walters, D. (1989) with D Knee, "Competitive Strategies in Retailing": *Long Range Planning*, Nov
- Walters, D. (1989) "European Retailing: A Review of Current Strategies": *International Trends in Retailing (Arthur Andersen)*, Vol 6 No. 2
- Walters, D. (1991) with J R Beaumont, "Information Management in Service Industries: Towards a Strategic Framework", *Journal of Information Systems*, Vol 1 No 3
- Walters, D. (1991) "The Impact of the Recession on Retailing Management Decisions and Performance": *International Journal of Retail and Distribution Management*, Vol 22 No 4

- Walters, D. (1997) "Value Strategy: Analysis, Development and Implementation": *Management Decision*, December
- Walters, D. (1999)"Marketing and Operations Management: An integrated Approach to New Ways of Delivering Value": *Management Decision*, No 4
- Walters, D. (1999) "The Implications of Shareholder Value Planning and Management for Logistics Decision Making" *International Journal of Physical Distribution and Logistics Management*, Vol 29 No 4 pp 240-258
- Walters, D. with G Lancaster, (1999) "Value and Information - Concepts and Issues for Management": *Management Decision*, No 8
- Walters, D. with G Lancaster, (1999) "Value-Based Marketing and its Usefulness to Customers": *Management Decision*, No 9
- Walters, D. with G Lancaster, (1999) "Using the Internet as a Channel for Commerce": *Management Decision*, No 10
- Walters, D. with G Lancaster, (2000) "Implementing value strategy through the value chain" *Management Decision*, No 3
- Walters, D. (2000) "Virtual organisations: new lamps for old?", *Management Decision* No 6
- Walters, D. (2001) with P Jones, "Value and Value Chains in Healthcare: A Quality Management Perspective," *TQM* 13.5,
- Walters, D. with J Buchanan, "The New Economy, New Opportunities and New Structures" *Management Decision* No 10
- Walters, D. (2001) with Tony Adams "Global Reach Through a Strategic Operations Approach: An Australian Case Study" *Journal of Studies on International Education*, December 2001
- Walters, D. (2002) with G Lancaster, "Using the Internet as a channel for Commerce", *The Journal of Enterprise Resource Management*, Vol 9
- Walters, D. with M Halliday and S Glaser, (2002) "Creating Value in the New Economy", *Management Decision* Vol 40 No 8 2002
- Walters, D. with M Halliday and S Glaser, (2002) "Added Value, Enterprise Value and Competitive Advantage", *Management Decision* Vol 40 No 8
- Walters, D. with M Simic and G Harrison, (2003) "Measuring the Marketing Knowledge of Accounting Professionals", *Australian Accounting Review*, Vol 13, No 1, March
- Walters, D. (2004) "Performance Planning And Management In A Stakeholder Led Economy", *Quality, Innovation, Prosperity*, Slovak Union for Quality, Innovation and Design, Faculty of Electrical Engineering and Informatics, Technical University of Kosice, Slovak Republic,
- Walters, D. with M Rainbird, (2004) "The demand chain and its place in the value catalyst: an e-commerce example", *International Journal of Internet and Enterprise Management*, Vol 2 No1

The following articles were published in the International Journal of Physical Distribution Management and Logistics Management, The Value Chain, Vol 34 2004: (Special Edition) edited by David Walters and Mark Rainbird

Walters, D. New economy - new business models - new approaches

Walters, D. A business model for the new economy

Walters, D. (with Mark Rainbird and Patrick Carr), Measuring the implications of virtual integration in the new economy: a process led approach

Walters, D. with M. Rainbird, (2004) "The demand chain as an integral component of the value chain", *Journal of Consumer Marketing*, Vol.21 No.7

Walters, D. (2005) "Performance Planning and Control in Virtual Businesses", *Production Planning and Control*, Vol 6 issue 02,

Walters, D. (2006) "Effectiveness and efficiency: the role of demand chain management", *International Journal of Logistics Management*, Vol 17 Issue 1

Walters, D. (2006) "Demand Chain Effectiveness - Supply Chain Efficiencies: A Role for Enterprise Information Management", *Journal of Enterprise Information Management*, Vol 19, Issue 3

Walters D and M Rainbird (2007) "Cooperative innovation:a value chain approach", *Journal of Enterprise Information Management*, Vol 20, Issue 5, pp 595/607

*Forthcoming 2008*

"Using Rudyard Kipling To Design Value Chain Processes: An Application Of Interactions Theory", *International Journal of Logistics Systems and Management*.

December (2001) New Economy, New Business Models: New Structures And Capabilities and "Value" and Performance Planning In The Enterprise Community (Keynote Speech) at *Second Annual Conference in Competition and Cooperation* Cairo

January (2002) *The Third World Conference on the Management of Electronic Commerce*, The Management of Innovation and New Technology Research Centre at McMaster University, Hamilton, Ontario.

June (2002) *Global Business and Technology Association: International Conference* "The Key Question for Strategic Managers Are No Longer Concerned With "How Large?" and "Where?" But Rather "Do We Need to Own It?" Rome.

September (2002) *The Third International Conference in Cooperation & Competition*, "Positioning The New Organisation In The New Economy" and " Process And Capability Management In The Virtual Organisation", Vaxjo University, Sweden. *Two papers*.

June (2003) ANZAM Operations Management Symposium, “The New Operations Management”, Sydney

September (2003) "Performance Planning and Management in a Stakeholder Led Economy" Key note speech at 4<sup>th</sup> *Conference in Cooperation & Competition International Conference*. Vaxjo University, Sweden

September (2003) Virtual Organisations and Competitive Structures: A Resource Based Model Perspective at 4<sup>th</sup> *Conference in Cooperation & Competition International Conference*. Vaxjo University, Sweden

November, (2003) Wither The Supply Chain: An Argument For Recognising The Role Of The Demand Chain, *SupplyChainKnowledge2003.Com, Cranfield University, 17 28. (NOTE: not refereed)*.

December, (2003) A Virtual Business Model For The New Economy, The Third International Conference on Electronic Business (ICEB 2003) "Business Paradigms: Strategic Transformation and Partnership", Singapore, 11/14

May (2004) “Qualitative versus quantitative knowledge management: an issue for the “new economy”, CIMOC Inaugural Conference, City University Hong Kong

June (2004) “The value chain offers an opportunity to evaluate both strategic and operational decisions - but how?” (with Mark Rainbird), ANZAM Operations Management, Melbourne, 17/18

June (2004) “The demand chain – supply chain debate. Are the supply chain devotees beginning to lose ground? A review of the evidence – Towards The Value Chain”, *Marketing Science Conference*, Erasmus University Rotterdam,

August 2004 “A Business Model for Managing the Virtual Enterprise”, *Virtual Enterprises and Collaborative Networks: IFIP 18<sup>th</sup> World Computer Congress.TC/WG5.5-th Working Conference on Virtual Enterprises*, Toulouse, France

September (2004) “Making Operations Management More Effective by Integrating Your Demand Chain with Your Supply Chain”, *International Conference on Global Production Management – Integrated Concept in Manufacturing Technology and People*”, Indonesia

October (2004) “Can knowledge of your demand chain make your supply chain more efficient?”, *Modern Supply Chain Management: From Theory to Practice, Second Annual Symposium on Supply Chain Management*, Toronto, Ontario,

October (2004) “Healthcare Marketing in the International Market Place: A Value Chain Approach” **and** “Global Pharmaceutical Marketing: A Role for the Demand Chain”, *Third International Conference on Healthcare Systems* Charleston, West Virginia, USA

April (2005) “Demand Chain + Supply Chain = Effective Cash Flow Management”, 2nd European Forum on Market-Driven Supply Chains, Milan

June (2005) “Value Chain Management: A Model for Cooperation, Co-opetition or Conflict?”, ANZAM Operations Management, 2005, *CQU*

July (2005) “The Role of the Demand Chain in Developing Product Life Cycle Strategy”, International Conference on Product Life Cycle Management PLN 05, Lyon,

September (2005) “Combining Strategic, Operational and Financial Performance: Issues for Emerging Business Structures”, 6<sup>th</sup> IFIP Working Conference on Virtual Enterprises, Valencia

September (2005) “Partnership Innovation”, 3<sup>rd</sup> Annual Symposium on Supply Chain Management (Theme: Innovative Collaboration for Competitive Advantage), Toronto

June (2006) “Mass Customisation: Some Of The Answers – Some Of The Problems”, ANZAM Operations Management, 2006, Victoria University, Wellington

June (2006) “Moving Up the Value Chain- But How Far” and, “Planning For Performance and Stability In Value System Structures”, Moving Up the Value Chain, EUROMAR2006, University of Strathclyde, Glasgow,

June (2007) “Achieving Competitive Advantage through Strategic and Operational Partnering in the Value Chain: The Asia Pacific Challenge”, (with Mark Rainbird), ANZAM 2007 Operations Management, RMIT, Melbourne

“Structural and Operational Cost Drivers: The Implications for Accounting of the Growth of Value Networks and Virtual Organisations”, MAR 2007 Cost and Performance in Services and Operations, University of Trento, Italy, 17/19 June, 2007

#### ***Other Publications (Non-refereed)***

Walters, D. (1985) "Incentives" The Importance of Rewards": *Retail: Capel Cure Myer*, Summer

Walters, D. (1985) "Evaluating the Role of Concessions in Assortment Planning": *Retail: Capel Cure Myer*, Autumn

Walters, D. (1985) "Relative Differentiation for Competitive Advantage": *Retail: Capel Cure Myer*, Winter

Walters, D. (1986) "Direct Product Profitability: Cost Led or Market Led Retail Management": *Retail: Capel Cure Myer*, Autumn

Walters, D. (1995) "Managing Across the Business: Using the Du Pont System": *Management (AIM) June*

#### ***Working Papers: Department of Economics Macquarie University***

Walters, D. (1995) with M Halliday, “The Role of Marketing in Creating Shareholder Value: Implications for Strategy Decisions” October

Walters, D. (1996) “Productivity and Profitability in Retailing”: A Model for Planning and Control, October

Walters, D. (1997) with C Korkofingas, “Strategic Marketing Decisions and Cost Structure Implications” February

Walters, D. (1997) “Developing and Implementing Value Based Competitive Strategy”, April 1997

***Working Papers: Department of Business Macquarie University***

1/99 Managing for shareholder value: an application of Economic Value Added (EVA) to retailing (with J Hanrahan) : July 1999

2/99 Shareholder value management: issues for retailing marketing management: July 1999

3/99 Marketing and operations management: an integrated approach to new ways of delivering value: July 1999

6/99 Implementing value strategy through the value chain: an exploratory paper: August 1999

01/00 Towards a model for evaluating virtual organisation options: February 2000

02/00 Paradigm lost, paradigm regained (with G Lancaster): March 2000

***Working Papers: Institute of Transport and Logistics Studies, University of Sydney***

Walters, D. (2007) “Value Chain Positioning: Performance and Partnerships”, April

Walters, D. (2007) with M Rainbird, “Achieving Competitive Advantage through Strategic and Operational Partnering in the Value Chain”: The Asia Pacific Challenge, April

Walters, D. (2007) “Using Rudyard Kipling to Design Value Chain Processes: An Application Of Interactions Theory”, May 2007

Walters, D. (2007) “The Implications of Interactions Theory and Application for Value Chain Management”, May

Walters, D. (2007) “Emerging Business Models”, July

Walters, D. (2007) with A Win, “The Value Chain Approach” July

**Professional activities**

**Editorial Roles**

Australasian/Asia editor for the *International Journal of Physical Distribution and Logistics Management*, an Emerald journal

Guest Editor for same journal 2007-08 I also am a regular reviewer for a number of journals including:

Management Decision

Supply Chain Management

International Journal of Logistics Management

Journal of Management History

I am an occasional reviewer for:

European Journal of Marketing  
Asia Pacific Journal of Marketing and Logistics

### **Conference Refereeing**

*ANZAM Operations Management 2004*, 2004

*Second Annual Symposium on Supply Chain Management*, September, 2004, Toronto, Ontario,

*ANZAM Operations Management 2005*, 2005

*Third Annual Symposium on Supply Chain Management*, October, 2005 - October 1, 2004, Toronto, Ontario,

*ANZAM Operations Management 2006*

*Fourth Annual Symposium on Supply Chain Management*, September, 2006, Toronto, Ontario,

*ANZAM Operations Management 2007*

*Fifth Annual Symposium on Supply Chain Management*, October, 2007 Toronto, Ontario,

*ANZAM Conference 2007*

## **EXPERIENCE**

### ***Current Activities***

2007                    **Institute of Transport and Logistics Studies, University of Sydney**

I joined ITLS as Professor of Management in Logistics and Supply Chain Management with leadership, teaching and research duties within the discipline. The Chair is key to leading the activities of ITLS and the Faculty of Economics and Business in logistics, supply chain and value chain management. Since joining ITLS in February 2007, I have reviewed the entire graduate program in logistics and supply chain management, redesigned the core units to reflect current developments, developed a strategic statement on logistics and supply chain management and reviewed staffing and needs of the program. I have also taken over responsibility for teaching the core introductory unit in 2007 and the revised value chain unit as a way of establishing a clear appreciation of the student body, the appropriate focus of the program and areas where improvements can be made. Given the importance of the graduate coursework program to the financial strength of the very successful ITLS, the initial focus on this program was warranted. Other activities include research in value chain management and related areas. An ongoing task is to review the existing MLM program structure and recommend changes and updating where necessary for a 2009 introduction. (*Contract post expires August 2008*)

## *The Recent Past*

### **2003/2006 Sydney Graduate School of Management**

I joined SGSM as Professor of Management with teaching and research activities in value chain management and related areas. The School teaches an MBA programme and my duties as a discipline leader involved the management of a number of related academic subjects. In addition the value chain management unit I taught a unit in Technology Management and developed an elective unit in Organisational Economics.

My research interest in value chain management has expanded to include the somewhat wider concept of virtual organisations.

I was active in establishing research alliances; the most rewarding being the collaboration with the Centre for Strategic Manufacturing (Department of Design, Manufacturing and Engineering Management) at the University of Strathclyde in Glasgow. A number of joint writing research projects resulted and have been published. Another partnership was developed with the University of Vaxjo (Vaxjo, Sweden) where the interests are in cooperation and competition structures within virtual organisations.

### **1995-2003 Macquarie University: Division of Economic and Financial Studies**

I joined the Division of Economic and Financial Studies in February 1995 with the task of introducing a marketing major at the undergraduate level. In 1995 there were 50 students in the introductory programme and 10 at the third year level. In 1998 it was decided that a new department, Business Studies, be created in order that the rapidly expanding number of degree programmes and students be better coordinated. The number of student enrolments in business and marketing units by January 2003 was in excess of 6000.

Two degrees were introduced to generate these numbers. The BBA was introduced in 1998 and the marketing programme was considerably reinforced by the introduction of a B Com (Marketing) degree. (I had the major role in the development of both of these degrees) Both degrees attracted students with UAIs well in excess of 90. Prior to their introduction under the TER system the intake was between 65/70. The introduction of these degrees was accompanied by considerable new course development. Over the period 1995/2000, 9 new undergraduate units were introduced. Each unit has been designed to develop students' analytical abilities. Assignments, class case materials and final examinations use current live material from the business press. A new degree, the BIntB (Bachelor of International Business) was introduced in 2003. This degree combines subject areas from the social science Departments and differs from conventional undergraduate degrees and is best described as an introduction to international and global business *via an understanding of the culture of international business*

In 2001 we commenced a MCom (Marketing) degree, as well as a number of graduate units in the increasing number of postgraduate degrees in the Division. A personal project was to design and develop a MCom (Value Chain Management) embracing strategic operations and value chain management. The degree was introduced and taught at the Normandy Business School on the ESC/IPER Le Havre campus. Initially the student enrolments were small but after its third year there is a healthy enrolment and it is economically viable.

Having previously been promoted to Associate Professor in February 1997, in June 1998 I was appointed to a Professorial Fellowship as Head of a new Business Department and Director of the

BBA degree. In 1999 The Centre for Value Chain Studies was launched. Subsequently it became The Centre for Strategic Operations Management Studies.

### ***The Past***

#### **1994-1995 Gattorna Chorn Business Strategists Pty Ltd (Australia)**

An old colleague, principal of the consulting company, offered me an opportunity to spend some time in consultancy. It proved to be an interesting six months during which I worked on a number of strategy projects and logistics problems. The logistics problems offered an opportunity to become familiar with optimisation techniques. While I cannot claim to be a technical expert, I did obtain sufficient exposure to be able to identify opportunities that would lend themselves to the technique and also to be able to use the findings of optimisation studies to develop logistics strategy options.

Gattorna and Chorn decided to separate soon after my arrival. The subsequent pressure on costs resulted in Gattorna merging his interests with Andersen Consulting.

#### **1993-1994 European Business School**

The recession of the early 1990s brought difficulties and consultancy assignments were difficult to find. I accepted a teaching post at EBS with responsibility for developing and managing marketing teaching at the undergraduate level. This was a new and an interesting challenge; however, it left very little time for research. Despite this an article was written and a book dealing with productivity and profitability management in retailing commenced.

#### **1991-1993 David Walters and Associates**

I formed my own activity to develop further the interests in management development and consultancy in retailing to expand the activities commenced at Stirling. Working with a small group of like-minded colleagues some interesting approaches to management development using both quantitative and qualitative simulation techniques were pursued.

Consultancy tasks included the design of a supply chain model for an apparel retailer who had uncoupled its manufacturing activities from its mainstream distribution business.

Research continued but with a shift of emphasis; financial implications of marketing decisions replaced an earlier marketing focus. This provided material for a text in retailing management. In addition some time was spent researching Activity Based Costing and its application to marketing.

### **The Not Too Distant Past**

#### **1988-1991 Institute for Retail Studies, University of Stirling**

Teaching was mostly on postgraduate and post-experience programs. My duties as Professor of Retailing involved developing post-experience and management development programs on an in-company basis. Initially I joined the teaching/research staff of the Institute but subsequently

became Director. A distance learning program, an MBA in distribution studies, struggling to break even was made profitable. Post-experience revenues reached £150,000 per annum. These were exclusive management development programs using simulation techniques, which combined marketing and financial planning activities to offer participants a planning, and control 'experience'. Companies included British Shoe Corporation, The Storehouse Group and Laura Ashley. Research interests continued in retailing resulting in two retailing management texts.

1979-1988     **Templeton College Oxford** (formerly Oxford Centre for Management Studies)

Teaching activities were primarily on post-experience programs. Duties included program development, design, implementation and management for specific companies, most of which were major UK listed businesses, many of which were in retailing. Some 'general' programs were included, eg Strategic Issues in Retailing and Retail Marketing Management.

I also participated in postgraduate teaching on the MPhil program and the undergraduate degree.

Research was focused on retailing management from which 3 textbooks were written. I was also Co-Director of the Oxford Institute of Retail Management, a research and teaching activity which was funded by the industry.

Two successful PhD projects were supervised.

1973-1979     **Cranfield School of Management**

My initial appointment was as a teaching fellow but subsequently appointed Lecturer (1974) and Senior Lecturer in Marketing and Logistics (1977). I also held the post of Director of the Retailing Development Centre.

Teaching activities included postgraduate and post-experience programs.

Research was both academic and sponsored industrial activities. Academic research was focused on channels of distribution, specifically retailing. Sponsored projects included a study in specialised palletisation and one in customer account profitability. A study in packaging was conducted for the Packaging Industry Research Association.

Two successful PhD projects were supervised.

1978-1979     **MacMaster University (Ontario)**

A one year visiting appointment during which I taught three units on their MBA program; Business Policy; Marketing Planning, and Distribution.

***The Distant Past***

1971-1974	Cranfield School of Management	Completed PhD studies
1970-1971	University of Bradford Management Centre	Full-time student
1968-1970	University of Alberta	Part/Full-time student
1967-1970	City Trust Ltd (Canada)	Financial services marketing
1966-1967	Whitlock Brothers Ltd	Marketing management
1963-1966	Cox of Watford Ltd	Marketing and sales

1960-1963 Ford Motor Company  
1953-1960 Royal Air Force

Marketing and sales  
Flying duties as a pilot

### ***Community Service***

Served in the Royal Air Force Volunteer Reserve (Training) on flying duties 1980 – 1992

### ***Referees***

Emeritus Professor Patricia Ryan  
Professor Stan Glaser  
Mark Rainbird

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[mrainbird@awa.com.au](mailto:mrainbird@awa.com.au)