

## BIOGRAPHICAL STATEMENT

### Prof. Per V. Jenster

Dr. Jenster is Professor of Strategic Management & Marketing at China Europe International Business School, Shanghai, where he also serves as Academic Advisor to CEIBS's Executive Programs. He has over ten years been Professor of International Marketing & Strategy at Copenhagen Business School, and served as Associate Dean for the CBS's MBA programs. His Professorship focused on International Business Marketing and Strategic Leadership Development. He was formerly on the marketing faculty of IMD, Lausanne, Switzerland, with responsibilities for teaching and research in the areas of strategic management and marketing. At IMD, Per Jenster was the director for the Institute's programs, Managing Industrial Market Strategy, Corporate Planners' Workshop and founder of The Owner-Manager Program. At Cimid S.A., he has been responsible for a number of programs tailored to specific companies. Dr. Jenster has also been leading a research program on market orientation in multinational organizations among Cimid S.A.'s network of international client organizations. Prior to joining Cimid S.A. and IMD, he resided nine years in the USA, during which time he was a faculty member at the University of Virginia, following completion of his doctoral studies in Strategic Management at the University of Pittsburgh in 1985.

Dr. Jenster's industry experience includes extensive senior management consulting in the areas of strategic management, marketing planning, competitive analysis, and cost evaluation studies. His past clients include diverse organizations such as Alcoa, AON, Caterpillar, DacoCytomation, Danisco, East Asiatic Company, Exxon, ICI, IFL, IBM, Philips, Kellogg's, Unilever, Nestlé, Novo Nordisk, Novozymes, Norske Shell, Randstad, Bossard Group, Skanska, TRW, TDC, Telia, TeleNor, TeleDanmark, Texas Instruments, Nordea, Forenings SparBanken, Westinghouse, Det Berlingske Officin and Volvo Construction Equipment. Prior to his academic studies, he worked in product management of branded goods bound for Africa and the Far East for the East Asiatic Company.

In 1988, Professor Jenster was appointed by U.S. Secretary Varrity as advisor and member of the Virginia Export Council, U.S. Department of Commerce. Dr. Jenster has also served on the board of Icopal, Europe's largest producer of roofing materials, and on the Executive Boards of the Journal of Strategic Change (Wiley) and Journal of Competitive Intelligence and Management. During his years residing in Switzerland, Dr. Jenster held the Royal Appointment as Honorary Danish Consul to Switzerland (Cantons Vaud, Valais, Neuchatel, Fribourg).

A native of Denmark, Per V. Jenster received a masters degree in economics (cand. oecon.) from the University of Århus. He was awarded a Fulbright Scholarship for advanced studies in the U.S.A. and earned a doctoral degree in strategic management and information systems from the University of Pittsburgh in 1985. His award winning research is widely published in more than 95 articles, books and case studies. Recent publications include Strategy in Practice, Børsen 2003. The same publisher launched Strategy in Knowledge Intensive Firms (transl.) in late 2004. Earlier books include European Cases in Strategic Management, "The Business of Wine: An Analysis of the Global Wine Industry", Internationalizing the Medium-sized Firm, and Managing Industrial Marketing. Two books were published in 1997: Business Marketing: A Global Perspective w/Hayes & Aaby, and Food Fight!: Internationalization of the Swedish Food Industry. His book with David Hussey, Competitor Intelligence was published by Wiley in March, 1999. Their book, Company Analysis: Assessing Strategic Capabilities, published by Wiley, 2000. The new book, Insourcing/Outsourcing: Marketing and Selling Solutions was published in early 2005. Dr. Jenster will also be completing a new Business Marketing to be published in 2005. He continues to work with CBS's Ph.D students and their research. Professor Jenster has lectured at various universities, such as INSEAD, UCLA, University of Tubingen, and University of Geneva, Switzerland.

Professor Jenster received an \$800,000-grant to study Leadership & Competence Development in Sales & Marketing of Total Solutions & Facilities Management Contracts.. He has served as outside director on a number of boards, including Foundation Alizé, Oxford Group and Giantcode A/S. In 2004 he received the Danish Marketing Award 2004 (HBH Prisen) for his work on launching CBS's global MBA program. More recently he has been serving as chairman of Baltic Property Trust Secura, the largest institutional property owner in the Baltics.

*Curriculum Vita*

**PER VILLENDRUP JENSTER**

Professor of Management  
China Europe International Business School  
699 Hongfeng Road, Pudong  
Shanghai 201206 P.R. China

**EDUCATION**

- 1980 - 1985      **Ph.D. Strategic Management/IS**, University of Pittsburgh, Pittsburgh, Pennsylvania, USA
- 1977 - 1983      **Cand. Oecon. (B.S./M.A. Business Economics)** University of Århus, Århus, Denmark

**EXPERIENCE**

- 2005 - present      **Professor of Strategic Management at China Europe International Business School, Shanghai, China**
- 2003 - 2005      **Professor of Strategic Management, CBS**
- 1998 – 2003      **Associate Dean, CBS**
- 1997 - 2003      **Research Professor**, Copenhagen Business School, Faculty of Intercultural Communication & Leadership, Copenhagen, Denmark. Taught Undergraduate, Master and Executive MBA courses in Industry and Competitive Analysis and Strategic Marketing. Chairman of MBA program. Chairman of Summer University Program. Chairman of Ph.D. students.
- 1994 - 1997      **Visiting Professor**, Copenhagen Business School, Faculty of Economics and Business Administration, Department of Marketing, Copenhagen, Denmark. Taught Master and Executive MBA courses in Industry and Competitive Analysis and Strategic Marketing.
- 1991 - present      **Affiliate Director**, Cimid S.A. Lausanne, Switzerland  
1996 - present      **Affiliate Director**, Oxford Research, Copenhagen
- 1990 - 1994      **Professor of Business Administration**, IMD, Lausanne, Switzerland  
*Program Director*, Managing Industrial Market Strategy  
*Program Director*, The Owner - Manager Program  
*Program Director*, Strategic Planners Workshop Series,  
*Research Committee Member* 1992-93
- 1989 - 1990      **Associate Professor**, IMEDE, Lausanne, Switzerland
- 1987      Pedagogical Development, Harvard Business School, Cambridge.
- 1984 - 1988      **Assistant Professor**, University of Virginia, McIntire School of Commerce, Charlottesville, VA, USA
- 1981- 1984      **Teaching & Research Assistant**, University of Pittsburgh
- 1977 - 1981      **Teaching & Research Assistant**, University of Århus, Denmark
- 1974 - 1977      **Product Manager**, Graphic Machinery Dept., & China Trade, East Asiatic Company, Copenhagen, Denmark

## RELATED SKILLS & EXPERIENCES

Pedagogical Workshops: Have conducted workshops for junior and senior academics on the topics of teaching, class room work, case writing, pedagogical tools, and evaluation, 1990-present.

Executive Education: Have taught an estimated 5.200 executives 1986-present. (IMD teaching rating average: 4.47 out of 5, 1991-93). Have been program director on over fifty programs for major corporations in Europe, including Danisco, IBM, Novo Nordisk, Philips, Unilever, etc. In addition, Dean of Faculty for the Swedish Trade Council's Global Executive MBA (SME).

## PAST & PRESENT DIRECTORSHIPS & OTHER RESPONSIBILITIES

- Board Member and Chairman, Baltic Property Trust Secura, Denmark
- Board Member, Publicis Reputation , Denmark
- Board Member, Unet, Holland
- Board Member, Gudbjørn & Einar Honore's Fond
- Board Member, Foundation Alizé, Switzerland
- Board Member, Oxford Group, Copenhagen, Denmark
- Board Member, EPD, Pittsburgh, USA
- Director E-MBA (SME) CBS-CEE & Swedish Trade Council
- Chairmand MBA Faculty – CBS, Denmark
- Honorary Danish Consul, Switzerland (Cantons Vaud, Valais, Neuchatel, Fribourg)
- Member, Advisory Board, U.S. Department of Commerce, Richmond, Virginia, USA

## SELECTED HONORS & AWARDS

- 2004                    **Recipient: Danish HBH Marketing Award 2004 for launching the CBS MBA**
- 1999/2000           **Recipient: Leonardo Da Vinci Award - European Union** for Trade Management Dev.
- 1997                    **Danish Mortgage Foundation** - \$600,000 Research Project on Leadership & Competence Development in Sales & Marketing of Total Solutions & Facility Management Contracts – Project involves 13 leading corporation over a 3 year period.
- 1998                    **European Manufacturing Case Award** - w/Prof. Tom Vollmann IMD
- 1994                    **European Case of the Year Award 1994** - Joint Runner-up
- 1993                    **Special Award** - 1993, Planning Review & Planning Forum
- 1992                    **Judge**, International Case Writing Competition, EFMD
- 1991                    **1st Prize**, Case Writing Award, sponsored by Centre for Organizational Studies, Barcelona, Spain and given by EFMD w/ Fisher and Howard.
- 2nd Prize**, Case Writing Award, sponsored by EFMD, w/ Bidault and Cummings.

1987 summer	<b>McIntire Industry Fellow</b> , McIntire school of Commerce, UVA
1986-88	<b>McIntire Associate's Program Research Grant</b>
1985	<b>Excellence in Executive Education Award</b> , University of Virginia, Division of Continuing Education.
1985 summer	<b>Mobil Oil Foundation Grant</b>
1983-84	<b>Arthur Andersen &amp; Co. Dissertation Grant</b>
1980 - 84	<b>Fulbright Scholarship</b>

#### **COMMITTEES & OTHER ASSIGNMENTS (Current / Past)**

**Academic Advisor to CEIBS's Executive Programs**

**Associate Dean and Chairman – CBS EMBA Program**

**Associate Dean and Chairman Program Taskforce – CBS Fulltime MBA**

**Project liason – Leonardo Project – Swedish Trade Council**

**Case Author – CBS International Case Competition 2002 & 2003**

**Chairman – CBS Summer University Program**

**Director – Swedish Trade Council – Global Executive MBA Program**

**Coordinator – CBS Summer University Program**

**Ph.D Dissertation Committee – Market Orientation**

Axel Rosenø, Copenhagen Business School - in progress.

**Ph.D Dissertation Adviser – Quality Management in Solution Projects**

Henrik Steiner Pedersen, Copenhagen Business School - in progress.

**Ph.D Dissertation Adviser - Strategic Pricing of Solutions**

Mikael Lynnerup, Lausanne Business School - in progress.

**Ph.D Dissertation Adviser – Sales Force Development**

Michael Ahern, Lausanne Business School - in progress.

**Ph.D Dissertation Adviser - Trade Marketing in Food Industry**

Mogens Bjerre, Copenhagen Business School - in progress.

**Ph.D Dissertation Adviser - Strategic Planning Systems**

Kevin Terkelsen, Copenhagen Business School - in progress.

**Ph.D Dissertation Adviser - Competency Requirements in International Franchising**, Bethann Kassman,

Lausanne Business School, 1993.

**Journal of Strategic Change**, Associate Editor, 1991 - present

**Journal of Management Information Systems**, 1986 - 1992

**Journal of Management Studies**, 1988 - 1991

**Academy of Management**, National Meetings. In addition, various presentations & session chairs 1984 - 88,  
1990 - 1993.

**Decision Science Institute**, National Meetings, 1985-86.

Editorial Board of the **Journal of Competitive Intelligence and Management**

## PUBLICATIONS

### Books:

1. Outsourcin / Insourcing, w/Stener Pedersen, Plackett & Hussey, Wiley, April, 2005
2. Integrated Business Marketing:, w/ Hayes and Smith , CBS Publishing, forthcoming 2005
3. Company Analysis: Assessing Strategic Capabilities, w/Hussey, Wiley, .Chinese Version, April, 2004.
4. Strategi i Viden: Vækst i Vidensintensive Firmaer, Jenster et al., Børsens Forlag 2004.
5. Company Analysis: Assessing Strategic Capabilities, w/Hussey, Wiley, Russian Version January, 2004.
6. Strategi i Praksis, Jenster et al., Børsens Forlag 2003.
7. Company Analysis: Assessing Strategic Capabilities, w/Hussey, Wiley, April, 2001.
8. Competitor Intelligence, w/Hussey, Wiley, Wiley, January, 2000
9. Business Marketing: A Global Perspective Text, Readings & Cases, w/ Hayes and Aaby, Richard D. Irwin, December, 1996.
10. Food Export: Internationalization of the Swedish Food Industry, w/ Gunilla Kempe, Swedish Trade Council, 1996
11. Managing Industrial & Business Marketing, Prince-Hall, February, 1994
12. The Internationalization of the Medium-Sized Firm, w/ Jarillo, Handelshøjskolens Forlag, October, 1993
13. The Business of Wine: An Analysis of the Global Wine Industry, w/ Jenster and Watchurst, SMC Publishing, October, 1993
14. European Cases in Strategic Management, w/ Hendry, et al, Chapman & Hall, 1992, 2005.
15. Small Businessman's Guide to Exporting, U.S. Department of Commerce 1989 (w/ Ames, Heller, Jones and Wolfe).

### Journal Articles & Published Studies:

16. Knowledge Sharing in Project-based Organizations: Transforming Industry Practice Across Borders, w. Dana Minbaerva, International Human Resource Management Conference 2005.
17. Corporate Brand Trust® and Financial Performance: An Examination of Strategic Brand Choice, Ohnemus, Lars & Per Jenster, Int. Studies of Management & Organizations, Spring 2005.
18. Outsourcing; The Supplier Viewpoint, Hussey, David & Per Jenster, Journal of Strategic Change, Vol 12, Issue 1, Jan 2003, pp. 7-20.
19. Managing the outsourced workforce: Strategic challenges for human resource management, Jean M. Hiltrop, Per V. Jenster, Herna Martens, Journal of Strategic Change, (Volume 10, number7), November 2001, p. 367-382.
20. Outsourcing af Arbejdsstyrken: Nye udfordring til ledelse af Fleksible Talenter, Per V. Jenster & Jean M. Hiltrop, Ledelse & Erhvervsøkonomi, #2 April 2001.

21. Outsourcing - facts and fiction, Per V. Jenster, Henrik Stener Pedersen,, Journal of Strategic Change. May 2000.
22. Driving forces in market orientation: a study of industrial firms, Per V. Jenster, Bernard Jaworski, Journal of Strategic Change. September, 2000.
23. The international marketing challenges facing Danish small and medium-sized enterprises, Svend Hollesen, Per V. Jenster, Journal of Strategic Change. November 2000.
24. Global Firms, Global Boards: Trends in the Internationalization of Board of Directors, submitted to Journal of Strategic Change, August 2000.
25. Danske Virksomheders udfordringer i fremtidens globale markedsføring, w/Svend Hollensen, Ledelse og Erhvervsøkonomi, April 2000.
26. Globale Markeder – Globale Ledere?, Ledelse I Dag, Nr. 40, Nr. 4, Efteråret 2000
27. Strategi för Internationalisering, Exporthandboken, Exportrådet, Stockholm, 1999
28. Integration af Internettet i Firmaets Forretningsstrategi, w/ M. Fog & M. Skov, Ledelse og Erhvervsøkonomi, 1999.
29. "Nuancer i omfanget og karakteren af udlicitering" w/ Trine Erland, Ledelse og Erhvervsøkonomi, January , 1999.
30. "HR: En Nøgle til Succesful Marketing of Outsourcing" w/Henrik Stener Pedersen, HR i Industrien, Januar 1999.
31. "Deal Maker or Deal Breaker" w/Henrik Stener Pedersen, Journal of Strategic Change, September 1999.
32. "Does Marketing Orientation Make a Difference?" P. Jenster & B. Jaworski, in Mønsted & Poulfelt (red.) Spørgsmål of Ledelse, Samfundslitteratur, 1997.
33. "Organizational & Institutional Learning" (Går det att lära gamla hundar sitta?), Strategi, # 4, 1996, Stockholm, Sweden
34. "Organizational & Institutional Learning" (Går det att lära gamla hundar sitta?), Strategi, # 3, 1996, Stockholm, Sweden
35. "The Hunter and the Hunted" (Ingen går längre säker någonstans), Strategi # 2, 1996, Stockholm, Sweden
36. "Success in International Markets" (Så här lyckas du utomlands!), Strategi # 1, 1996, Stockholm, Sweden
37. "Going International: A Tough Issue for Medium-sized Firms", w/ Jarillo, Ledelse Idag, Leadership Today), Denmark, January, 1995
38. "The Noble Art and Practice of Industry Analysis", w/ Barklin, Journal of Strategic Change, 1994, and to be published in Competitor Analysis: An Assessment of Markets and The Games Companies Play, w/Hussey, Wiley, Forthcoming 1998, published in Business Marketing: A Global Perspective w/ Hayes and Aaby, Richard D. Irwin, May, 1996. To be published in forthcoming book by David Hussey, The Strategic Challenge, Wiley, 1998.
39. "You Eat Dust or You Make Dust", Guest Editorial, Journal of Strategic Change, Fall 1993.
40. "The Strategic Context of Management Development: the Case of the Weiss Group" w/ Bjarne Skov Jensen, Journal of Strategic Change, 1994.

41. "The European Wine Industry, An Industrial Analysis Approach", w/ L. Jenster, Journal of Wine Marketing, September 1993.
42. "Changes in the US Pharmaceutical Industry: Implication of Salesforce", SMC Reports, 1993.
43. "The Egyptian Soft Drink Bottling Industry", SMC Reports, 1993.
44. "European Markets for Generic Ethical Drugs", SMC Reports, 1993.
45. "How to Focus Marketing Intelligence to Serve Strategy" w/ Hover, Planning Review, July-August 1992.
46. "Strategic Role of Marketing Research", Planning Review, July-August 1992.
47. "Competitive Analysis: Understanding the Nature of the Beast", Journal of Strategic Change, Vol. 1 pp 179, 1992, and to be published in Competitor Analysis: An Assessment of Markets and The Games Companies Play, w/Hussey, Wiley, Forthcoming 1998.
48. "Competing Through Cooperation: Managing the Buyer-Supplier Relationship", Journal of Strategic Change, Vol 1, pp 84,1992, and to be published in Competitor Analysis: An Assessment of Markets and The Games Companies Play, w/Hussey, Wiley, Forthcoming 1998.
49. "A New Way of Competing - Through Cooperation", Naphthenics, Vol. 2 p. 12, 1992.
50. "The Problem of the Plateaued Owner-Manager", w/ Malone, Family Business Review, Vol. V. Nr. 1, 1992, pp 25 - 42.
51. "You Have Made It! and Now What?" w/ Malone, Family Business Network, January, 1992.
52. "Resting on Your Laurels: The Plateauing of the Owner-Manager", w/ Malone, European Management Journal, January, 1992.
53. "The Question of National Competitiveness: A Briefing on Denmark & Neighboring Nations", w/ J. Rubin, report to Danish Ministry of Foreign Affairs, 1991.
54. "New Issues for Strategic Planning", w/ Kassmann, Corporate Strategic Planners Workshop, 1991.
55. "Planning for a Non-profit Service: A Study of U.S. Credit Unions", w/ Overstreet, Long Range Planning, Vol. 23, No 22, 1990
56. "Application of Computer-Aided Software Engineering Tools: a Study of Current and Future Users", Database, Winter, 1989 (w/ Burkhard)
57. "Analyzing the Strategy-Culture Linkage: A Procedural Guide for Consultants", Consultation: An International Journal, Vol. 8 (1), Spring 1989 (w/ Bigler)
58. "The New Game in Retail Auto Financing" in Journal of Retail Banking, Winter 1988 (w/ Lindgren).
59. "State Equity Participation in New Ventures: A Review of Current Trends", (w/ Norfleet). A support paper written for the Falls Church Chamber of Commerce and distributed to Virginia Legislators, December 1987.
60. "Using Critical Success Factors in Planning", Long Range Planning, August 1987.
61. "Firm Performance" and Monitoring of Critical Success Factors in Different Strategic Contexts", Journal of Management Information Systems, Winter 1986-87.
62. "The Functions of Strategic Planners", (w/ Chinta & King) in King & Cleland, Strategic Planning and Management Handbook, Van Nostrand Reinhold, 1987. An earlier version of this paper was presented at the Southwest Academy of Management Meeting, 1986.

63. "Creating a Context of Commitment: Course Agreements as a Foundation", The Organizational Behavior Teaching Review, Vol 3, 1986-87 (w/ Donald Duncan). An earlier version of this paper was presented at the Organizational Behavior Teaching Society Meeting, 1985.
64. "Monitoring Critical Success Factors Across Selected Business Strategies", Computer Personnel, Vol. 10 (2) 1985.

### CASE RESEARCH

65. Industry Note on the Parallel Drug Segment of the Danish Pharmaceutical Industry, w. Ritesh Sharma, 2005.
66. Bo-Klok w/Lars Henrik Rothaus Juel, CBS Case Collection, 2003
67. Berlingske Nyhedsmagazin w/Yun Mi Antorini, CBS Case Collection, 2003
68. Hinke w/Michael Holm, CBS Case Collection, published in Jenster et al. Strategi i Praksis., 2003.
69. Nettoline w/Michael Holm, CBS Case Collection, published in Jenster et al. Strategi i Praksis., 2003.
70. Landis, CBS International Case Competition 2002, CBS Case Collection
71. Quest International, w/Henrik Stener Pedersen, CBS Case Collection, 2000
72. Dandy w/Henrik Stener Pedersen, CBS Case Collection, 2001
73. ICI Melinex (A) & (B), w/Kassman, CBS Case Collection, 1999
74. "The Danish Legal Services Industry," w/N. Straten & N. Jenster. CBS MBA Program
75. "CMP Netherlands (A) & (B)" Tom Vollmann IMD, IMD Case Collection.
76. "Texas Instruments: Global Pricing In the Semiconductor Industry", March, published in Business Marketing: A Global Perspective w/ Hayes and Aaby, Richard D. Irwin, May, 1996. Peterson, Robert & Roger Kerin, Strategic Marketing Problems: Cases and Comments, Prentice Hall, 1998, and in J. Hohansen, Global Marketing, McGraw Hill/Irwin, 1999.
77. "Re-Engineering Purchasing: Bavarian Chemicals", Europa Akademie, February 1996, Dusseldorf, Germany
78. "The Japanese Construction Industry in 1992", published in Business Marketing: A Global Perspective w/ Hayes and Aaby, Austin Press, January, 1996
79. "The World Flavor Industry", w/ D. Hover, published in Business Marketing: A Global Perspective w/ Hayes and Aaby, Richard D. Irwin, May, 1996
80. "Assessment of National Competitiveness: A European Example", w/ J. Rubin, Working Paper, to be published in forthcoming book by P. Jenster & T. Campbell, Industry & Competitive Analysis: An Assessment of Markets and the Game Companies Play, under contract with Handelshøjskolens Forlag, Expected 1996.
81. "West European Car Rental Industry", in Jenster, P.V., Managing Industrial & Business Marketing, Prince-Hall, February 1994, and to be published in forthcoming book by P. Jenster & T. Campbell, Industry & Competitive Analysis: An Assessment of Markets and the Game Companies Play, under contract with Handelshøjskolens Forlag, expected 1996.

82. "BP Nutrition/ Hendrix Voeders B.V. (A)" in Jenster, P.V., Managing Industrial & Business Marketing, Prince-Hall, February 1994, and Vanderverwe, S. & C. Lovelock, Managing Service Marketing, Prince-Hall, February 1994.
83. "Quest International", in Jenster, P.V., Managing Industrial & Business Marketing, Prince-Hall, February 1994, published in Business Marketing: A Global Perspective w/ Hayes and Aaby, Richard D. Irwin, May, 1996
84. "Jac Jacobsen Industrier A/S", w/ Kassmann, in Jenster, P.V. and C. Jarillo, Internationalizing the Medium-sized Firm, w/ Jarillo, Handelshøjskolens Forlag, October, 1993 and in Jenster, P.V. Managing Industrial & Business Marketing, Prince-Hall, February 1994.
85. "Grampro B.V." w/ Kassmann, in Jenster, P.V. Managing Industrial & Business Marketing, Prince-Hall, February 1994.
86. "IBM Branch Office - Irgendvoe, Austria", w/ Ketelhoehn and Kassmann, in Jenster, P.V. , Managing Industrial & Business Marketing, Prince-Hall, February, 1994 and Vandermerwe, S. & C. Lovelock, Managing Service Marketing, Prince-Hall, February 1994.
87. "Unichema B.V.", w/ Tom Vollmann, in Jenster, P.V. Managing Industrial & Business Marketing, Prince-Hall, February 1994.
88. "Toro Industrial Flavors -Norway", w/ Brazas, in Jenster, P.V. and C. Jarillo, Internationalizing the Medium-sized Firm, w/ Jarillo, Handelshøjskolens Forlag, October, 1993; in G. Roos, Casebook on Strategy, Fagbokforlaget, 1996, published in Business Marketing: A Global Perspective w/ Hayes and Aaby, Richard D. Irwin, May, 1996
89. "Mentec Computer Systems Ltd.", w/ O'Regaun, in Jenster, P.V. and C. Jarillo, Internationalizing the Medium-sized Firm, w/ Jarillo, Handelshøjskolens Forlag, October, 1993.
90. "Glamox Gruppen - Norway", w/ Brazas in Jenster, P.V. and C. Jarillo, Internationalizing the Medium-sized Firm, W/ Jarillo, Handelshøjskolens Forlag, October, 1993.
91. "ISKRA Power Tools", w/ Fisher and Howard, European Management Journal, June 1992. Also published in Shrivastava, P. Business Policy & Strategy, Southwestern Publishing Company, 1992. and in Jenster, P.V. and C. Jarillo, Internationalizing the Medium-sized Firm, w/ Jarillo, Handelshøjskolens Forlag, October, 1993.
92. "Daimler-Benz: The Global Truck Industry", in Cravens, D. and Charles W. Lamb, Strategic Marketing Management Cases, Irwin 1992.
93. "Beverly Enterprises: Positioning For Growth in Long-Term Care", published in Shrivastava, P. Business Policy & Strategy, Southwestern Publishing Company, 1992.
94. "Citicorp-BNLA", w/ Gwinn, published in Randall Schuller, Case Problems in Management & Organizational Behavior, West Publishing, 1992. Also Published in Shrivastava, P. Business Policy & Strategy, Southwestern Publishing Company, 1992.
95. "Boeing Company and De Havilland Aircraft", published in Shrivastava, P. Business Policy & Strategy, Southwestern Publishing Company, 1992.
96. "Genicom Corporation", w/ Gwinn, published in Shrivastava, P. Business Policy & Strategy, Southwestern Publishing Company, 1992.
97. "Matsushita Electric Industrial Company" w/ Turpin, reprinted in Field, Richard, Human Behavior in Organizations, Prentice-Hall, 1992.
98. "Hertz Autovermietung (A)", in K. Kashani, Managing Global Marketing, PWS-Kent, 1992.

100. "Eggert Verbeagentur & Hertz Autovermietung", in K. Kashani, Managing Global Marketing, PWS-Kent, 1992.
101. "Jordan A/S" in Halliburton & Hunerberg, European Marketing Management: Cases & Readings, Addison-Wesley, 1992. Also in K. Kashani, Managing Global Marketing, PWS-Kent, 1992 and in Jenster, P.V. and C. Jarillo, Internationalizing the Medium-sized Firm, w/ Jarillo, Handelshøjskolens Forlag, October, 1993.
102. "Digital Europe: Competing Through Cooperation", w/ Bidault & Cummings, reprinted in Ross & Lorange Strategic Alliances: Formation, Implementation and Evolution, Basil Blackwell, Oxford, 1992. Also in Buzzell, Quelch and Bartlett, Global Marketing Management, Harvard Business School, Addison-Wesley, 1991.
103. "International Franchising Success: An Empirical Study of Critical Factors", w/ Kassmann, Working Paper, 1991.
104. "Comdial Corporation", Jon Kalinowski, Cases in Business Policy and Strategy, Mankato State University, 1991.
105. "Brown-Forman, Inc. & The California Cooler Revolution", published in Ginter, P. & L. Swayne, Cases in Strategic Management and Business Policy, Prentice-Hall, Inc. 1990.
106. "Beverly Enterprises" (w/ Allen, Boniface, Philipp & Shaner), Odell, Ruppel, Trent & Kehoe, Marketing Decision Making, 4th Ed., Southwestern , 1988.
107. "Daimler-Benz: The Global Truck Industry" (w/ Bea & Kotzle) published in J. Pearce and R. Robinson's Strategic Management Formulation and Implementation, 3rd ed. 1988; and in Odell, Ruppel, Trent & Kehoe, Marketing Decision Making, 4th. Ed. Southwestern, 1988. Also in Pearce & Robinson Strategic Management, Irwin, 1988; Cases in Strategic Management, Irwin, 1988, and Pearce & Robinson Company and Industry Cases in Strategy and Policy, Irwin, 1989.
108. "Citicorp - British National Life Assurance" (w/ Gwinn & Carter) published in J. Pearce and R. Robinson's Strategic Management: Strategy Formulation and Implementation, third edition, 1988; and in Rowe, Mason, Dickel & Snyder's Strategic Management and Business Policy: A Methodological Approach, Addison-Wesley 1988 - 89, and W. Fulmer's Strategic Management, Little Brown, 1988 - 89. Also in Newman, Logan, Hegarty's Strategy , South-West, 1988; Jones & Hill Strategic Management, Houston & Mifflin, 1989; Sandberg & Schweiger, Strategic Management Decisions, Business Publications, 1989; Jauch & Townsend, Cases in Strategic Management, McGraw-Hill, 1989; Pearce & Robinson Strategic Management, Irwin, 1988; and Pearce and Robinson Company and Industry Cases in Strategy and Policy, Irwin, 1989. The above case was used as the competition assignment for the sixth annual McIntire Case Invitational, and international business policy case competition business students.
109. "Genicom Corporation", Case Research Journal, Fall 1988 (w/ Gwin & Croll) and published in Montanari, Morgan and Backer's Strategic Management: Text and Cases, Dryden Press, Vecchio and Milligan's Organizational Behavior, Dryden Press, 1988; Rowe, Mason, Dickel & Snyder's Strategic Management and Business Policy: A methodological Approach, Addison-Wesley 1988 - 89, Jauch's Business Policy and Strategic Management, 5th ed. 1988, and W. Fulmer's Strategic Management, Little Brown, 1988-89; Bracker, Montanari and Morgan's Cases in Strategic Management, Dryden Press, 1990. The above case was used as the competition assignment for undergraduate business students.
110. "Comdial Corporation" (w/ Barnes, Bierly, Gothie, Park and Wilt) published in J. Pearce and R. Robinson's Strategic Management: Strategy Formulation and Implementation, third edition, 1988; also in Odell, Ruppel, Trent & Kehoe's, Marketing Decision Making, 4th Ed., Southwestern, 1988. Also in J. Pearce & R. Robinson's Strategic Management, Irwin, 1988, and Pearce & Robinson's Company and Industry Cases in Strategy and Policy, Irwin, 1989.
111. "Federal Express: Is There Any 'Zip' Left in ZapMail?" (w/ Chevion, Gardner and Rinehart), published in J. Pearce and R. Robinson's Strategic Management: Strategy Formulation and Implementation, 3rd

Ed. 1988, and in Odell, Ruppel, Trent & Kehoe's Marketing Decision Making, 4th Ed. Southwestern, 1988; Certo, S. and J. Peter, Selected Cases in Strategic Management, 1990.

112. "Thermometer Corporation of America: A Division of Figgie International, Inc.", Case Research Journal, 1985 (w/ Odell & Burger) The case has also been published in D. Hunger & T. Wheelen's Strategic Management and Business Policy 2nd Ed. Addison-Wesley, 1986; Thompson & Strickland's Strategic Management Concepts and Cases, Business Publications, 1985 (3rd Ed. ) and 1987 (4th Ed.); J. Pearce and R. Robinson's Strategic Management: Strategy Formulation and Implementation, 3rd Ed. 1988. Also in Rowe, Mason, Dickel & Snyder's Strategic Management and Business Policy: A Methodological Approach, Addison-Wesley 1988-89; and W. Fulmer's Strategic Management, Little Brown, 1988. This case was used as the competition assignment for the fourth annual McIntire Case Invitational, and international business policy case competition for undergraduate business students.

**LANGUAGES**

Fluent English, Swedish, and German. Danish (mother tongue).