

Curriculum Vitae: Peter Jonathan Clark

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Research Projects

Present research projects in second half of present merger wave, sellers strategies. Ongoing investigation of: IPO and merger pricing approaches and strategies, synergy diagnosis, business-merger cycles.

Education

2005-2010 Henley Business School, University of Reading, Henley-on-Thames

Doctor of Business Administration (10). Thesis: "Time is Value"
(literature review on company valuation methods)

1968-1970 Wesleyan University, Middletown CT USA

Department of Economics. Interest in macro- and microeconomic research, effective use of statistical analysis in business decision-making.

1970-71 Bachelor of Business Administration (BBA) Summa Cum Laude

Cox School of Business Administration, Southern Methodist University, Dallas TX USA. General business administration.

1971-72 Master of Business Administration (MBA) Beta Gamma Sigma

Cox School of Business Administration, Southern Methodist University, Dallas TX USA. General business administration. Interest in statistical business modelling and analysis, operations analysis, financial models and analysis.

Thesis: Investigation of capital equipment residual value levels and statistical patterns since 1920, with a view towards developing secondary market value guarantees to facilitate capital equipment financing.

Books

(2013) co-author Mills, R. Masterminding the Deal: Breakthroughs in M&A Strategy and Analysis

(2001) The Value Mandate: Maximizing Shareholder Value Across the Corporation. Amacom. New York.

(2001) *Net Value: Valuing Dot-Com Companies—Uncovering the Reality Behind the Hype*. Amacom. New York.

(1991) *Beyond the Deal: Optimizing Merger and Acquisition Value*. Harper Business. New York.

Chapters

Chapter 11, “Integrating the international acquisition”, in Bendaniel, David and Patricof, Arthur eds. (1990) *Prentice-Hall’s International Mergers and Acquisitions Handbook, First Edition*. Prentice-Hall. New York.

Chapter 4, “Maximum value divestment strategy”, in Rock Milton L. and Rock, Robert H. eds. (1989) *Corporate Restructuring: A Guide to Creating the Premium Value Company*. McGraw-Hill. New York.

Articles, Interviews

Clark Peter J. (Jan. 2014). UCL Financial Forum, Panel moderator on multi-participant group focusing on M&A resurgence in UK, Europe, world.

Clark Peter J. (Nov. 2013). Interview on Merger Developments Ahead: BNN-tv Toronto

Clark Peter J. (Aug. 26, 2013). “Eight Windows for Microsoft”, guest article, Reuters Breakingviews www.breakingviews.com

Clark Peter J. (Jan. 2005). “Big Pharma’s New Business Model: Implications for companies and their management, including expanded role for strategic outsourcing ”. *Compass Magazine*. Bangkok, Thailand.

Clark, Peter J. (Jan. 2003) “The CFO’s New Value Agenda” *Shareholder Value Magazine*. New York.

Interview of Peter J. Clark “Discussion of Net Value—The Book”. April 20, 2001. CNNfn-Television.

Clark, Peter J. “AOL-TWX: Value destruction”. (Jan. 23, 2000) www.MotleyFool.co.uk.

Clark, Peter J. “Net value crisis”. (Mar. 20, 1999) www.TheStreet.com.

Clark, Peter J. (1985) "Winning Strategies In Telecommunication's Third Era". Limited distribution to Booz-Allen telecom sector companies.

External presentations

Clark, Peter J. and Stephen Neill, “New value challenges in the global pharmaceuticals industry” (Nov. 2, 2004). *The Economist Magazine’s Sixth*

Annual Global Pharmaceuticals Industry Forum, Shanghai, People's Republic of China.

Clark Peter J. and Gaulding, John R. "Future of the corporate strategic planning function". (1984) Series of presentations to North American corporate officers.

Awards

Past outstanding teacher awards at UCL MS&I, both undergraduate and postgraduate

The Wall Street Journal's Business Book of the Month, Nov. 1991 to Clark, P. book, Beyond the Deal.

Outstanding consultant recognition in my firm's office (1983, 1984 (The MAC Group; 1987 Coopers & Lybrand Management Consulting Services).

Financial Executives Institute (FEI) National Award for Excellence in Corporate Finance, 1971.

Beta Gamma Sigma National Honorary Society in Business Studies, 1971.

Business Experience

2007-Present.

UCL MS&I teaching staff, Teaching Fellow, later Senior Teaching Fellow

1982-Present.

Consultant. Typically functioning in thought leader/ group facilitator role aimed at simultaneously developing new analytical breakthroughs whilst maintaining a high sense of participation and mutual discovery amongst clients/session attendees.

1996-Present

Partner

VBM Consulting (VBMC) London

(Summary biography can be found on VBMC website (www.vbm-consulting.com))

For major UK bank, creation of distinct online and manual instructional materials for revenue-generating parts of the business and support operations. Lead presenter in company work sessions for mid-level managers (Barclays Group)

Lead advisor, team resource for London Business School's Barclays University executive development programme, Lead to Win programme. Focus on analytical methodologies for superior decisions, better resource allocation results (London School of Business, Barclays Group).

Led operational audit of leading UK stationary and newsagent business, including but not limited to: distribution operations and warehousing, new product development, innovation, financial reports, purchasing. (WH Smith)

Created new marketing and distribution strategy ('CAM/CAD') for UK unit of a leading private European branded pharmaceuticals manufacturer, attributed with turning around that unit and preventing closure (Boehringer-Ingelheim).

Led working session with Dutch and Danish operations groups of a leading private European branded pharmaceuticals manufacturer, using carefully guided brainstorming and interactive modelling to help develop superior decisions in seminar environment (Boehringer-Ingelheim).

Multiple projects and advisory/counselling sessions and seminars for heads of Properties and of Operations at UK leading health and beauty retailer, covering a variety of topics including: 'Lean Manufacturing', Applied Managing for Value', outsourcing and maximum value from support operations, e-procurement, performance improvement through radical process re-engineering, value-optimising capital strategies, cutbacks in operating profit-diminishing operations based on value-oriented statistical investigation of staff activities, functions, excess reports.

1989-96

Managing Director

Pondbridge Ltd. London/ New York

Work with several UK and European telecommunications corporations regarding (i.) development of Net backbone strategy; and (ii.) developing sales approaches and key attributes for penetrating the corporate market for Intranets (BT, Deutsche Telekom, France Telecom, Telecom Italia).

For a large, UK technology company, developed a direct marketing program attributed by senior management as tripling profits. Combination of use of US market practices and goals, specific approaches adapted to UK market (BT).

For a world-wide supplier of library furniture and expendables, developed programme for owners to improve profitability by 30%, streamline staff and improve, simplify operating reports. Performed active, direct role in implementation of many of these programmes (Gaylord).

For leading US telecommunications company, examined key opportunities to utilise and adapt existing account information to enter and dominate new, profitable fields (AT&T)

Managed third-party sale of \$120m sub of leading US health care concern (Johnson & Johnson).

1986-89

Director, Management Consulting Services

Coopers & Lybrand/ New York

Headed two practices in firm's world headquarters office, i) strategy and marketing; and ii) business development/expansion service assistance, covering both merger and internal growth modes.

Conducted more than 25 assignments, most involving clients of \$1+ billion revenue size. Industries span data processing, telecommunications, on-line services, industrial products, consumer packaged goods, foods. Some assignments described:

Created new information services strategy for Regional Bell Operating Company, now SBC Corp. Project yielded practical new insights concerning market prospects in info-technology field, best growth approaches.

Helped Hewlett-Packard to develop and implement a new market segment strategy for relational processor division. Report included specific target industries, contacts.

For the US largest cutting machine tool manufacturer, Cincinnati Milacron: examined marketing plans and opportunities associated with the client's recently implemented focused factory manufacturing approach, made recommendations adopted by client.

Revitalised field sales organisation for a \$5 billion telecommunications advanced technology/telecom firm, NYNEX (now Verizon) Information Resources, utilising target customer analysis and productivity improvement techniques developed by me.

Assisted UK unit of Brussels holding company to assess the viability of US based investees: Societe General/SG Tanks.

First National Bank of Chicago/First Chicago Venture Capital. Discovered, evaluated, closed \$155m acquisition for client, investment banking unit of US bank holding corporation. Successfully restructured business and profits of acquiree of Citicorp's venture capital unit. Reduced costs while strengthening ongoing business prospects.

Principal

1985-86

Booz Allen & Hamilton New York

Senior consultant, with responsibilities for helping create major technology-oriented consulting practice. Client assignments included:

Developed, implemented multiple product/market strategy for \$400m Canadian telecommunications subsidiary of British Telecom: Mitel. Report recommended retreat from unsustainable central office switch segment.

For \$16 billion US Regional Bell Operating Company Client, Bell Atlantic, assessed proposed acquisition in systems software field, a target company in Eastern US. Assessed top management, assisted in reassignment when it became apparent that ongoing involvement would be an obstacle to profitable growth.

Developed technology exchange and strategic alliance between East Coast US Regional Bell Operating Company, NYNEX, and Japan's leading communications concern, NTT.

Assessed systems and product managers at Kraft and General Foods for acquirer, Philip Morris.

Senior Associate

1982-85

The MAC Group, Los Angeles and Washington (became part of Gemini in mid-80s)

Consultant in international management consulting organisation working closely with leading faculty of US Business Schools. Project work collaboration has included Professor Stan Davis (Boston University, Corporate culture), Philip Kotler (Kellogg School of Business Administration, Northwestern Univ.) Kraft/Philip Morris.

1972-82

Manager, Strategic Planning Dept., Frito-Lay Unit of PepsiCo Inc. 1980-82, Dallas TX.

Asst. Treasurer, Finance Dept. The Western Company of North America, 1978-80, Fort Worth TX.

Vice President Marketing, International Capital Equipment (company funded by venture capital leader, relating to my university thesis on capital equipment residual value, 1973-78, Chicago IL.

Investment Analyst, Eppler Guerin Turner Inc. (US regional brokerage concern), Dallas TX.

Personal

Born 1950, married, USA citizen

Permanent UK resident authorised to work in United Kingdom