

Thomas C. LAWTON

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OVERVIEW

My work is situated at the intersection of **strategy, innovation and internationalization**. My research activities are in three main areas.

First, I have a strong interest in business model innovation, where I have been working for more than a decade on both growth and turnaround strategies. Based on strategic entrepreneurship principles, the growth strategy system in my *Breakout Strategy* book, related papers and executive education courses continues to prove popular with managers and leaders. More recent projects include a study of the outsourcing of radical innovation and how distributed capabilities underpin renewal dynamics within the business models of luxury manufacturing firms.

Second, much of my work explores new organizational forms and strategy processes for engaging political and social actors and arenas. The research leverages institutional perspectives and extends capabilities theory beyond market settings and into the nonmarket contexts of corporate political activity (CPA) and corporate social responsibility (CSR).

Third, I am interested in how firms manage and mitigate political risk when entering and embedding in foreign markets. I am engaged in studies that explore business model adaptation to reduce institutional risk (prevalent in high political risk contexts) and also research into how multinationals engage stakeholders to bridge institutional voids or to create political capabilities in host markets.

1. GENERAL INFORMATION

1.1 Faculty Positions

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| 2012 - present | Professor of Strategy and International Management, the Open University Business School (UK). |
| 2010 - present | Visiting Professor of Business Administration, the Tuck School of Business at Dartmouth College (USA). |

1.2 Editorial Positions

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| 2015 – present | Associate Editor, <i>Long Range Planning (International Journal of Strategic Management)</i> . The journal has an impact factor of 2.718 and was ranked 3 in the ABS 2015 Academic Journal Guide. |
| 2015 - present | Book Series Editor, <i>Strategy Matters</i> , Routledge/Taylor & Francis. Developing a library of research monographs on key topics and emerging issues in strategic management. |

- 2015 - present Editorial Advisory Board member, *International Business Review*.
 2010 - present Editorial Advisory Board member, *Irish Journal of Management*.

1.3 Degree Qualifications

1991-1995	PhD (<i>Political Science / International Political Economy</i>) European University Institute Florence, ITALY
<i>Thesis:</i>	'Technology and the new diplomacy: the creation and control of EC industrial policy for semiconductors'
<i>Supervisor:</i>	Prof Susan Strange
<i>Internal Examiner:</i>	Prof Roger Morgan
<i>External Examiners:</i>	Prof Michael Borrus (University of California, Berkeley) Prof Lynn Mytelka (Carleton University/UNCTAD) Prof Douglas Webber (INSEAD)
1990-1991	MSc Econ (<i>International Relations</i>) The London School of Economics London, UK
1987-1990	BA (<i>History/Sociology, Joint Honours</i>) University College Cork Cork, IRELAND

1.4 Educational Awards

PhD - Irish Government scholarship (1991 – 1994); European Commission Scholarship (1994 - 1995).

MSc - Irish Examiner Postgraduate Research Scholarship, awarded by the national newspaper through University College Cork (1990 - 1991).

2. EMPLOYMENT HISTORY

2.1 Academic Appointments (Full-Time)

2012 - Professor	The Open University Business School Strategy and International Management	UK
2010 - 2012 Professor	EMLYON Business School Strategy and International Business	FRANCE
2008 - 2010 Professor	School of Management, Cranfield University Strategic Management	UK
2002 - 2008 Senior Lecturer	Imperial College Business School Strategy and International Business	UK
1996 - 2002 Lecturer	Royal Holloway University of London European Business	UK

2.1 Academic Appointments (Visiting)

2010 - Visiting Professor	Tuck School of Business, Dartmouth College International Strategy	USA
2010 - Visiting Professor	Møller Centre, Churchill College, Cambridge Strategy and Leadership	UK
2012 - Visiting Professor	EMLYON Business School Strategic Management	FRANCE
2004 - Visiting Professor	ALBA Graduate Business School Strategic Management	GREECE
2004 - 2006 Visiting Professor	Tuck School of Business, Dartmouth College Business Administration	USA
2006 Visiting Professor	IEDC - Bled School of Management International Strategic Management	SLOVENIA
2002 - 2004 Visiting Professor	IESEG, Université Catholique de Lille Developed and delivered course on 'Managing in the European Business Environment'.	FRANCE
2001 - 2004 Visiting Professor	Sup. de Co. Amiens Developed and delivered modules on 'International Strategy' and 'The European Business Environment'.	FRANCE
2003 Visiting Scholar	Tuck School of Business at Dartmouth Research sabbatical.	USA
1999 Visiting Research Fellow	INSEAD Research sabbatical.	FRANCE
1999 - 2000 Academic Director	Robert Fleming Holdings Ltd. (global asset management and investment banking) Responsible for quality on the Flemings Executive MBA program (appraise study materials, plenary contributions and exams; monitor academic standards).	GLOBAL
1997 - 1998 Visiting Lecturer	The London School of Economics International business lectures to graduate students.	UK
1996 - 1997 Research Associate/ Temporary Lecturer	The University of Warwick Developed and delivered Masters course on International Business.	UK
1995 - 1996 Part-Time Lecturer	The London School of Economics Developed and delivered seminar on MSc course, 'International Business in the International System'.	UK
1995 - 1996 Seminar Tutor	The University of Essex Coordinated and taught two seminars for the MA in European Policy course, 'Political Integration in the EU'.	UK

1995 - 1996 European Union HCM Research Fellow	The University of Essex Member of a European Commission financed research team based at the University of Essex.	UK
1994 - 1995 Visiting Research Scholar	INSEAD Completed doctoral research studies and assisted faculty member with MBA assessment.	FRANCE
1993 Lecturer	Florence Institute of Technology Developed and delivered course on 'Business in the EU', for the Institute's 1993/4 MBA in Technology Management.	ITALY
Jan.-June 1993 Visiting Scholar, Berkeley Roundtable on the International Economy (BRIE)	University of California, Berkeley <ul style="list-style-type: none"> • Conducted research into US government-industry collaboration for the semiconductor component industry. • Presented seminar papers at Haas Business School on strategy options for the European electronics industry. 	USA

2.2 Non-Academic Appointments

1997 - Executive Development	Current and previous clients include Alcon, Bombardier Transportation, Carrier, China Industrial Bank, CITIC Bank, Enterprise Ireland, Fix-a-Form International, International Air Transport Association, IBM, Invest Northern Ireland, JP Morgan, Mapfre, Quest Group, Rothco, Singapore High Technology Association, S7 Airlines, SriLankan Airlines, UnionPay, United Technologies, Volvo and WYG Group.
1992 Press and Public Affairs Intern	Delegation of the Commission of the European Communities to the United States, Washington D.C. <ul style="list-style-type: none"> • Provided American business with information on assorted commodity import restrictions. • Compiled reports on EU policy developments for research institutes and federal government departments.

3. ACADEMIC SERVICE

3.1 The Open University Business School

<i>Leadership</i>	Chair of the Strategy Group within the Department of Strategy and Marketing. Director, Government Affairs Research Club (GARC), a centre of excellence for cutting edge business-government affairs and advocacy management research (in collaboration with Cranfield University). (Former) Director, Centre for International Management Practice, an interdisciplinary forum for collaborative research projects on the process, praxis and practice of management, particularly in international contexts.
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Business Development Academic Lead, Strategy Masterclass, *Business Perspectives* business partnership events. Occasional interviewer on the Open University-Bottom Line radio program, in partnership with BBC Radio 4. Active faculty contributor to the school's executive education and alumni development initiatives, including participation in fundraising activities.

Committee Membership Business School Research and Scholarship Committee (2012-); REF Group (2012 -); Professoriate Forum.

3.2 EMLYON Business School

Business Development Engaged with EML, the school's executive development affiliate, in the design and delivery of both open and customized programs. Occasionally actively involved in project bids. Work included:

- Delivering a course on 'Building a High Growth Enterprise' as part of the flagship International Leadership Program.
- Developing an open executive program titled 'High Growth Strategy', delivered in both Lyon and Shanghai.
- Creating a 'Global Strategy' course for the DBA program co-developed with Lingnan University and delivered in Guangzhou, China.
- Designing and delivering customized workshops for public and private sector clients, both in France (Lyon and Paris) and China.

Committee Membership School Research Committee (2010 – 12).

3.3 Cranfield University

Business Development Engaged with the Centre for Customised Executive Development (CCED) and frequent faculty member in CCED project bids and client presentations. Contributed to Open Enrolment Executive Education Programs. Assignments include:

- Running sessions on 'Political Risk Analysis' for EDF Energy international managers
- Directing and delivering a 3 day residential open program on 'Breakthrough Strategic Thinking' for senior managers and directors of large to mid-sized UK and Irish companies
- Designing and facilitating a workshop on 'Strategy Interpretation' for the senior executive team of the Environmental Agency of Abu Dhabi.

Active faculty contributor to the school's alumni development initiatives, including participation in fundraising activities.

Committee Membership School of Management Research Committee (2008 – 2010), University Senate (2008 - 2010). Policy, Strategy and Performance Community representative on the Research Development Group, reporting to the executive committee on the school's research strategy. Member of small sub-committee of the Research Development Group charged with orchestrating Cranfield School of Management's strategy for the Research Excellence Framework assessment.

3.4 Imperial College London

Director, Joint Honours Programs 2004 - 2008 Directed Imperial College Business School programs that provided one year of business and management studies to 3rd/4th year medical, engineering and science students. Managed a team of three people, including a deputy director and two program administrators.

Director, Public Sector Management Program 2002 - 2003 Coordinated the Public Sector Management specialization for executive and full-time MBA students and managed the relationship between Imperial College Business School and the British Government Cabinet Office.

Committee Membership Business School Research Committee (2003-5), Ethics Committee (2004-7) and Teaching and Learning Committee (2004-8); Imperial College Disciplinary Committee (2005-7); Science Committee representative on Imperial College London Senate (2007-8).

3.5 Royal Holloway University of London

MBA Director 2000 - 2001 Responsible for the budget, management, and strategic direction of the MBA in International Management program at Royal Holloway School of Management.

Overseas Exchanges Director 1998 - 2001 Departmental coordinator for student exchanges between RHUL and business schools in France, Germany, Spain, Italy, Denmark, Sweden, Japan, Canada, USA.

Convener, European Business Research 1998 – 2000 Responsible for planning the cooperative research activities of colleagues working on European business/political economy issues.

London External MBA 1996 - 1997 Designed and authored the University of London Distance Learning MBA study guide for the 'International Business Strategy' module.

Committee Membership External and Executive (1999-2001); Postgraduate (2000-01); Research (1998-2000); Undergraduate (1998-2001).

4. RESEARCH AND PUBLICATIONS

Google Scholar Citation Indices	All	Since 2011
Citations	985	476
h-index	17	12
i10-index	26	15

* Potential submissions for REF 2020 are indicated in brackets and with the 2015 ABS Academic Journal Guide (AJG) rating

4.1 Journal Articles (Revise and Resubmit)

1. Anna John, Raquel García-García, Thomas Lawton, Tazeeb Rajwani. 'Making sense of reputational risk in nonmarket strategy: A dual processing theory approach'. **British Journal of Management**. [AJG 4]
2. Charles Mbalyohere, Thomas Lawton, Roshan Boojihawon, Howard Viney. 'Divergent responses to institutional voids: EMNE and AMNE strategies in Uganda's electricity industry'. **Journal of World Business**. [AJG 4]
3. Charles Mbalyohere, Thomas Lawton, Howard Viney. 'Corporate political activity in sub-Saharan Africa: exploring new frontiers for the strategic management of MNEs'. **Global Strategy Journal**. [AJG 3]
4. Anna John, Thomas Lawton. 'Political risk management: a literature review and research agenda'. **International Journal of Management Reviews**. [AJG 3]

4.2 Journal Articles (Under Review)

5. Thomas Lawton, Vikrant Shirodkar, Huyen Anh Tham. 'The microfoundations of nonmarket capabilities: juxtaposing corporate and collective strategy practices'. **Journal of Management Studies**. [AJG 4]
6. Maria Andrea De Villa, Thomas Lawton, Tazeeb Rajwani, Kamel Mellahi. 'Influence or adaption? Corporate political activity in host markets and the effect of perceived high institutional risk'. **Global Strategy Journal**. [AJG 3]

4.3 Journal Special Issue Editorships (Agreed and in Process)

7. Jonas Puck, Thomas Lawton, Alexander Mohr. 'Corporate political activity and the MNC'. Focused issue. **Management International Review**. [AJG 3]
8. Thomas Lawton and Tazeeb Rajwani. 'Do trade associations matter? Exploring role and influence in scholarship and society'. Dialog section in **Journal of Management Inquiry**. [AJG 3]
9. Thomas Lawton and Jonas Puck. 'Building nonmarket capabilities'. Special issue. **Long Range Planning**. [AJG 3]

4.4 Work in Progress (Including Target Journals)

10. Paolo Barbieri, Brice Dattee, Thomas Lawton, Duncan Angwin. 'Radical innovation through distributed capabilities: reconfiguration and renewal at Lamborghini'. **Strategic Management Journal**. [AJG 4*]
11. Thomas Lawton, Jonas Puck, Anna John. 'Connecting corporate political activity and firm performance: a meta-analytic study'. **Academy of Management Journal**. [AJG 4*]
12. Anna John, Raquel García-García, Thomas Lawton. 'Assessing the impact of corporate political capabilities: a formative measurement approach'. **Strategic Management Journal**. [AJG 4*]
13. Charles Mbalyohere and Thomas Lawton. 'Leveraging multi-level CPA in emerging markets'. **Journal of International Business Studies**. [AJG 4*]
14. Anna John, Raquel García-García, Thomas Lawton. 'Foreign market entry decisions: the role and measurement of political context'. **Journal of World Business**. [AJG 4]
15. Raquel García-García, Laura Fernandez-Mendez, Thomas Lawton, Esteban Garcia-Canal. 'Exploring new organizational forms: a study of International Airlines Group'. **Organization Studies**. [AJG 4]
16. Charles Mbalyohere and Thomas Lawton. 'Corporate political activity in sub-Saharan Africa: capturing MNE meaningfulness in new frontiers of strategic engagement'. **Academy of Management Perspectives**. [AJG 3]
17. Brice Dattee, Paolo Barbieri, Thomas Lawton, Duncan Angwin. 'Renewing Lamborghini: exploring innovation interdependencies and capability development in luxury manufacturing'. **MIT Sloan Management Review**. [AJG 3]
18. Anna John, Thomas Lawton. 'Nonmarket strategy and firm performance: determining causality and outcomes'. **Long Range Planning**. [AJG 3]
19. Maria Andrea De Villa, Thomas Lawton, Tazeeb Rajwani, Kamel Mellahi. 'Learning to survive in difficult political contexts'. **California Management Review**. [AJG 3]

4.5 Journal Articles (Published)

20. Tazeeb Rajwani, Thomas Lawton, Nelson Phillips (2015). 'The voice of industry: why management researchers should pay more attention to trade associations'. **Strategic Organization**, Vol. 13, No. 3, pp. 224-232. [AJG 3]
21. Maria Andrea De Villa Correa, Tazeeb Rajwani, Thomas Lawton (2015). 'Market entry modes in a multipolar world: untangling the moderating effect of the political environment'. **International Business Review**, Vol. 24, No. 3, pp. 419-429. [AJG 3]

22. Alan Pilkington, Thomas Lawton (2014). 'Divided by a common language? Transnational insights into epistemological and methodological approaches to strategic management research in English speaking countries'. **Long Range Planning**, Vol. 47, No. 5, pp. 299-311. [AJG 3]
23. Jonathan Doh, Thomas Lawton, Tazeeb Rajwani, Sotirios Paroutis (2014). 'Why your company may need a chief external officer: upgrading external affairs can help align strategy and improve competitive advantage'. **Organizational Dynamics**, Vol. 43, No. 2, pp. 96-104.
24. Thomas Lawton, Steven McGuire, Tazeeb Rajwani (2013). 'Corporate political activity: a literature review and research agenda'. **International Journal of Management Reviews**, Vol. 15, No. 1, pp. 86-105.
25. Thomas Lawton, Tazeeb Rajwani, Jonathan Doh (2013). 'The antecedents of political capabilities: a study of ownership, cross-border activity and organization at legacy airlines in a deregulatory context'. **International Business Review**, Vol. 22, No. 1, February, pp. 228-242.
26. Jonathan Doh, Thomas Lawton, Tazeeb Rajwani (2012). 'Advancing nonmarket strategy research: institutional perspectives in a changing world'. **Academy of Management Perspectives**, August, Vol. 26, No. 3, pp. 22-39.
27. Thomas Lawton, Tazeeb Rajwani, Patrick Reinmoeller (2012). 'Do you have a survival instinct? Leveraging genetic codes to achieve fit in hostile business environments'. **Business Horizons**, Vol. 55, No. 1, pp. 81-91.
28. Thomas Lawton, Tazeeb Rajwani, Conor O'Kane (2011). 'Strategic reorientation and business turnaround: the case of global legacy airlines'. **Journal of Strategy and Management**, Vol. 4, No. 2, pp. 215-237.
29. Thomas Lawton, Tazeeb Rajwani (2011). 'Designing lobbying capabilities: managerial choices in unpredictable environments'. **European Business Review**, Vol. 23, No. 2, pp. 167-189.
30. Thomas Lawton, Johan Lindeque, Steven McGuire (2009). 'Multilateralism and the multinational enterprise: the WTO's influence on strategy process'. **Business and Politics**, Vol. 11, No. 2, pp. 1-26.
31. Sydney Finkelstein, Charles Harvey, Thomas Lawton (2008). 'Vision by design: a reflexive approach to enterprise regeneration'. **Journal of Business Strategy**, Vol. 29, No. 2, pp. 4-13.
32. Thomas Lawton, Charles Harvey, Sydney Finkelstein (2007). 'Taking by storm: a breakout strategy'. **Journal of Business Strategy**, Vol. 28, No. 2, pp. 22-29.
33. Thomas Lawton, Denis Harrington (2006). 'Banking on global success: internationalization strategy and its limitations (the case of Allied Irish Banks)'. **Thunderbird International Business Review**, Vol. 48, No. 3, pp. 405-424.
34. Thomas Lawton, Steven McGuire (2005). 'Adjusting to liberalization: tracing the impact of the WTO on the European textiles and chemicals industries'. **Business and Politics**, Vol. 7, No.2, pp. 1-25.

35. Denis Harrington, Thomas Lawton, Tazeeb Rajwani (2005). 'Embracing and exploiting industry turbulence: the strategic transformation of Aer Lingus'. **European Management Journal**, Vol. 23, No.4, pp. 450-57.
36. Thomas Lawton and Stanislaw Solomko (2005). 'When being the lowest cost is not enough: building a successful low fare airline business model in Asia'. **Journal of Air Transport Management**, Vol. 11, No.6, pp. 355-62.
37. Steven McGuire and Thomas Lawton (2003). 'Governing the electronic market space: appraising the apparent global consensus on e-commerce self-regulation'. **Management International Review**, Vol. 42, No.1, pp. 51-71, Special Issue on 'International Business Development and the Internet'.
38. Thomas Lawton (2003). 'Managing strategically in turbulent times: insights from the low fare airline business', **Irish Journal of Management**, Vol. 24, No.1, pp. 173-93.
39. Thomas Lawton (2002). 'Missing the target: assessing the role of government in bridging the European equity gap and enhancing economic growth', **Venture Capital: International Journal of Entrepreneurial Finance**, Vol.4, No.1, pp. 7-23.
40. Thomas Lawton, Steven McGuire (2001). 'Supranational governance and corporate strategy: the emerging role of the World Trade Organization'. **International Business Review**, Vol. 10, No. 2, pp. 217-33.
41. Thomas Lawton, Kevin Michaels (2001). 'Advancing to the virtual value chain: learning from the Dell model'. **Irish Journal of Management**, Vol.22, No.1, pp. 91-112.
42. Thomas Lawton (2000). 'Flying lessons: learning from Ryanair's cost reduction culture', **Journal of Air Transportation**, Vol. 5 No.1, pp. 89-106.
43. Thomas Lawton (1999). 'The limits of price leadership: needs-based positioning strategy and the long term competitiveness of Europe's low fare airlines', **Long Range Planning**, Vol.32, No.6, pp. 573-86.
44. Thomas Lawton (1999). 'Evaluating European competitiveness: measurements and models for a successful business environment', **European Business Journal**, Vol.11, No.4, pp. 195-205.
45. Thomas Lawton (1999). 'Governing the skies: conditions for the Europeanization of airline policy', **Journal of Public Policy**, Vol.19, No.1, pp. 91-112.
46. Thomas Lawton (1996). 'Industrial policy partners: explaining the European level firm-Commission interplay for electronics', **Policy and Politics**, Vol.24, No.4, pp. 425-36.

4.6 Books (Published)

47. Thomas C. Lawton and Tazeeb Rajwani, (eds.) **The Routledge Companion to Non-Market Strategy**, London, UK: Routledge, 426 pages (2015; handbook collection).

48. Thomas C. Lawton, Jonathan P. Doh, Tazeeb Rajwani. **Aligning for Advantage: competitive strategies for the political and social arenas.** Oxford, UK: Oxford University Press, 256 pages. (2014; research monograph).
49. Thomas Lawton (Ed.) **Strategic Management in Aviation: critical essays.** Aldershot, UK/Burlington, Vermont: Ashgate, 416 pages. (2007; edited collection).
50. Sydney Finkelstein, Charles Harvey, Thomas Lawton. **Breakout Strategy: meeting the challenge of double-digit growth.** New York: McGraw-Hill, 334 pages (2007; research monograph).
- * Japanese version published by Nikkei Business Publications in November 2007.*
51. Thomas Lawton. **Cleared for Take-Off: structure and strategy in the low fare airlines business,** Aldershot, UK/Burlington, Vermont: Ashgate Studies in Aviation Management and Economics, 221 pages (2002; research monograph).
52. Thomas Lawton, James Rosenau, Amy Verdun. (Eds.) **Strange Power: shaping the parameters of international relations and international political economy,** Aldershot/Burlington: Ashgate, 480 pages (hardback and paperback) (2000; edited collection).
53. Thomas Lawton (Ed.) **European Industrial Policy and Competitiveness: concepts and instruments,** Basingstoke: Macmillan Business/New York: St. Martin's Press, 278 pages (hardback and paperback). (1999; edited collection).
54. Thomas Lawton. **Technology and the New Diplomacy: the creation and control of EC industrial policy for semiconductors,** Aldershot/Brookfield: Avebury, 282 pages (1997; research monograph).

4.7 Book Chapters

55. Thomas Lawton, Tazeeb Rajwani. 'Introduction: the evolution of non-market strategy in theory and practice'. In Thomas C. Lawton and Tazeeb S. Rajwani (eds.) (2015) **The Routledge Companion to Non-Market Strategy,** London: Routledge.
56. Anna John, Tazeeb Rajwani, Thomas Lawton. 'Corporate Political Activity'. In Thomas C. Lawton and Tazeeb S. Rajwani (eds.) (2015) **The Routledge Companion to Non-Market Strategy,** London: Routledge.
57. Thomas Lawton, Tazeeb Rajwani. 'Conclusion: where next for non-market strategy?' In Thomas C. Lawton and Tazeeb S. Rajwani (eds.) (2015) **The Routledge Companion to Non-Market Strategy,** London: Routledge.
58. Thomas Lawton, Alan Gogbashian. 'Keeping the Legacy Carrier Competitive: how can mature airlines stay ahead in the low fare airline era?' In John F. O'Connell and George Williams (eds.) (2011) **Air Transport in the 21st Century: key strategic developments,** Aldershot: Ashgate.

59. Thomas Lawton, Denis Harrington, James Cunningham. 'U2: keeping the rhythm'. In James Cunningham and Brian Harney (eds.) (2009) **Strategy and Strategists**, Oxford: Oxford University Press.
60. Jonathan Story, Thomas Lawton. 'The global dynamics of business-state relations'. In David Coen, Wyn Grant and Graham Wilson (eds.) (2010). **The Oxford Handbook of Business and Government**, Oxford: Oxford University Press.
61. Thomas Lawton, Denis Harrington, James Cunningham. 'U2: keeping the rhythm'. In James Cunningham and Denis Harrington (eds.) (2009) **Irish Management 2.0: new managerial priorities in a changing economy**, Dublin: Blackhall.
62. Thomas Lawton, Ku-Ho Lin. 'Domestic Inter-Firm Networks and Corporate Internationalization: a cross-industry study of Taiwanese SMEs'. In Ilan Alon and John R. McIntyre (eds.) (2008) **The Globalization of Chinese Enterprises**, Basingstoke: Palgrave Macmillan.
63. Thomas Lawton, Steven McGuire. 'Does the WTO Matter?' in Sushil Vachani (ed.) (2007) **Transformations in Global Governance: implications for multinationals and other stakeholders**, Northampton, MA: Edward Elgar.
64. Thomas Lawton, Steven McGuire, G.P.E. Walzenbach. 'Polycentric Governance Meets the New Economy: the United States, the European Union and transnational regulation' in G.P.E. Walzenbach (ed.) (2006) **European Governance: policy making between politicization and control**, Aldershot/Burlington: Ashgate.
65. Denis Harrington, Thomas Lawton, Tazeeb Rajwani. 'Aer Lingus' in Thomas Cooney (ed.) (2005) **Irish Cases in Entrepreneurship**, Dublin: Blackhall.
66. Steven McGuire, Thomas Lawton. 'National Rules on Strategy Context: Embraer and Brazil's aerospace program' in S. Benjamin Prasad and Pervez N. Ghauri (eds.) (2004) **Global Firms and Emerging Markets in the Age of Anxiety**, Praeger: Westport, CT.
67. Thomas Lawton. 'The New Global Electronic Economy: consensus, confusion, contradictions' in George Von Furstenberg and John Kirton (eds.) (2001) **New Directions in Global Economic Governance: creating international order for the Twenty First Century**, G8 Series; Aldershot/Burlington: Ashgate.
68. Thomas Lawton. 'Uniting European Industrial Policy: A Commission agenda for integration', in Neil Nugent (ed.) (2000), **At the Heart of the Union: Studies of the European Commission**, London: Macmillan. 2nd edition (paperback).
69. Thomas Lawton, Kevin Michaels. 'The Evolving Global Production Structure: implications for international political economy', in Lawton, Rosenau, Verdun (eds.) (2000) **Strange Power: Shaping the parameters of international relations and international political economy**, Aldershot/Burlington: Ashgate.
70. Thomas Lawton. 'Fostering Invention and Innovation: Europe's collaborative R&D initiatives', in Thomas C. Lawton (ed.) (1999) **European Industrial Policy and Competitiveness**, Basingstoke: Macmillan Business.

71. Thomas Lawton. 'Promoting Competitiveness: inward investment incentives and enterprise policy', in Thomas C. Lawton (ed.) (1999), **European Industrial Policy and Competitiveness**, Basingstoke: Macmillan Business. With Michael R. Hodges.
72. Thomas Lawton. 'The Course of EC Technology Policy (European attempts to enhance industrial competitiveness through R&D collaboration)', in K. Kuilwijk and R. Wright (eds.) (1996), **European Trade and Industry in the 21st Century: future directions in EC law and policy**, Nijmegen: Nexed.

4.8 Professional Articles (Published)

73. 'A different kind of C(E)O', **Strategy + Business**, December 11, 2014.
74. 'Why two CEOs are better than one', **Fast Company**, May 30, 2014.
75. 'Government links complicate Malaysia Airlines' crisis response', **The Conversation**, March 21, 2014.
76. 'Why American Airlines and U.S. Airways Tied the Knot', **U.S. News & World Report**, March 1, 2013.
77. 'Why IT should be on the CEO's Agenda', **U.S. News & World Report**, January 4, 2013.
78. 'Why Your Company Needs a Second CEO', **U.S. News & World Report**, November 2, 2012.
79. 'What Europe Can Learn From American Democracy', **U.S. News & World Report**, August 17, 2012.
80. 'American Airlines is Thriving Despite Bankruptcy', **U.S. News & World Report**, June 15, 2012.
81. 'Big Business Social Responsibility is Nothing New', **U.S. News & World Report**, May 4, 2012.
82. 'How Legacy Airlines Can Be Competitive Again', **U.S. News & World Report**, March 23, 2012.
83. 'What to Expect of the American Airlines Bankruptcy', **U.S. News & World Report**, February 3, 2012.
84. 'Aerei, Strade e Treni In Pista 340 Assunzioni', **Il Corriere della Sera**, January 13, 2012.
85. 'Low Cost Carriers Leave Legacy Airlines Stuck in the Mire'. **Sunday Tribune**, October 18, 2009.
86. 'Don't Turn a Crisis into a Panic': four strategic responses to the global recession'. **Capgemini Consulting Review**, Summer 2009.
87. 'Flying Through the Storm'. **Management Focus**, Issue 27, Autumn 2009.

88. 'Following in their Tracks: how U2 can do the business for students'. **Irish Independent**, Thursday, January 22, 2009.
89. 'Diseñar la Visión'. With Sydney Finkelstein and Charles Harvey. **Gestión**, Vol.13, No.5, September/October 2008 (Spain and Latin America).
90. 'Building Breakout Strategy: positive and negative leadership capabilities in action'. With Sydney Finkelstein and Charles Harvey. **Perform: performance management in action**, Vol. 5, Issue 1, 2008 (UK).
91. 'Guru Interview: Dr Thomas Lawton'. **Emerald Management First**, August 2007 (USA).
92. 'Invitación a Quebrar las Reglas'. **Gestión**, Vol.13, No.1, January/February 2008 (Spain and Latin America).
93. 'Building Breakout Leadership'. With Sydney Finkelstein and Charles Harvey. **South East Business Magazine**, February 2007 (Ireland).
94. 'Building Breakout Strategy: positive and negative leadership capabilities in action'. With Sydney Finkelstein and Charles Harvey. **Effective Executive**, January 2007 (India).
95. 'Ryanair's Bid for Aer Lingus'. **TravelMole: online community for travel and tourism industry**, October 6, 2006 (global).

4.9 Other Academic Output (Published)

96. Thomas C. Lawton and Nicole Daniele (2016). *Ford Motor Company: New Strategies for International Growth*. **Tuck School of Business at Dartmouth Case Collection**. Case reference 1-0109 (16 pages).
97. Thomas C. Lawton and Nicole Daniele (2016). *Corning Inc. in International Markets*. **Tuck School of Business at Dartmouth Case Collection** (15 pages).
98. Ben Forrey, Andreas Schotter, Jonathan Doh and Thomas Lawton. (2012). *AirAsia X: Can the Low Cost Model go Long Haul?* **Ivey Publishing**, the University of Western Ontario, Canada. Case reference 9B12M013 (22 pages).
 - Teaching Note reference 8B12M013
99. Thomas Lawton, Jonathan Doh. (2008). *The Ascendance of AirAsia: Building a Successful Budget Airline in Asia*. **Ivey Publishing**, the University of Western Ontario, Canada. Case reference 9B08M054 (15 pages).
 - Teaching Note reference 8B08M54 (8 pages).
 - Chinese language version, reference number 9B08MC54.
 - * Prize winner – ECCH best selling case, 2009 and 2010
100. Thomas Lawton, Jonathan Doh. 'Can the Budget Airline Model Succeed in Asia? The story of AirAsia', case study in Richard Hodgetts, Fred Luthans and

- Jonathan Doh (2005), **International Management**, 6th ed., New York: McGraw-Hill/Irwin.
101. Thomas Lawton, Denis Harrington. 'The Internationalization of Allied Irish Banks', case study in Gerry Johnson and Kevan Scholes (2005), **Exploring Corporate Strategy**, 7th ed., London: FT Prentice Hall.
102. Thomas C. Lawton, Denis G. Harrington. (2003). *The Internationalization of Allied Irish Banks, European Case Clearing House*. Case reference number 303-015-1 (24 pages).
- Teaching Note reference number 303-015-8 (12 pages).
 - French language version, reference number F303-015-1.
- * Case selected for the 2003 John Molson MBA International Case Competition Final and finalist in the 2002 AIB-CIBER Case Competition sponsored by the Academy of International Business and Indiana University CIBER.
103. Thomas Lawton. (1996). *The Creation and Control of EC Industrial Policy: Lessons from the Electronics Sector*. Dublin City University Business School, **Research Paper No.7**.

4.10 Research Funding (Recent and Emergent)

Awarded

Thomas Lawton, Raquel García-García, Esteban García-Canal, Laura Fernández-Méndez. 'Nonmarket Strategies: Analyzing Performance Impact'. **Santander Universities Network**. £5,000 awarded for research collaboration with the University of Oviedo and the Universidad Pontificia de Comillas ICAI-ICADE (2015 - 2016).

Submitted

Thomas Lawton, Raquel García-García. 'Competing through CSR: Exploring nonmarket capability building in SMEs'. **Strategic Management Society, Strategy Research Funding Research in Organizations Program 2016**. Bid for \$15,000. Submitted on 1 April 2016.

Charles Mbalyohere, Thomas Lawton. 'The Political Engagement of Multinational Enterprises in Sub-Saharan Africa'. **The Leverhulme Trust Early Career Fellowship**. Post-doctoral fellowship bid by my former PhD student valued at £24,000 per annum for 3 years. Submitted on 11 March 2016.

In Progress

Thomas Lawton, Duncan Angwin, Brice Dattee, Paolo Barbieri. 'Rejuvenating European Manufacturing: A Cross-National Study of Innovation Interdependencies and Capability Development in Luxury Manufacturing Firms'. **Horizon 2020 Work Programme 2016 – 2017 / Innovation in SMEs / SMEInst-12-2016-2017: New business models for inclusive, innovative and reflective societies**. Collaborative research bid with Lancaster University, EMLYON Business School, and the University of Bologna.

Shortlisted but Unsuccessful Bids

Thomas Lawton, Steven McGuire, Anna John, 'What Value Do Trade Associations Add? A Study of Non-Market Strategy Practice and Member Firm Outcomes at the Federation of Small Businesses in Wales'. **ESRC-KEO (industry partnership with the FSB Wales)**. Bid for £98,484 submitted on 19 December 2013.

Kamel Mellahi, George Frynas, Thomas Lawton, Tazeeb Rajwani. 'Opening the Black Box of Integrated Nonmarket Practices'. **ESRC Research Seminars and Strategic Networks Competition 2015/16**. Bid for £25,472 submitted on 8 April 2015.

Thomas Lawton, Howard Viney, Tazeeb Rajwani, Paul Baines. **Government Affairs Research Club (GARC)**, a collaborative, membership-based research club between the Open University Business School and Cranfield School of Management. Intended as a center of excellence for cutting edge business-government affairs and advocacy management research. *Launched: 20 November, 2014.*

5. TEACHING AND GRADUATE SUPERVISION

5.1 Courses (1996 - present)

Course Name	Academic Year(s)	Level of students
Breakout Strategy	2005 -	Full Time/Exec MBA
International Strategy	2008 -	MBA/MSc
Strategic Management	2008 -	MBA/MSc
Breakthrough Strategic Thinking	2008 – 2010	Open Enrolment Executive Program
Strategic Management Theory	2010 - 2012	PhD Workshop Series
International Business	2002 – 2007	Final Year Undergrad
Business Strategy	2002 – 2008	Final Year Undergrad
Strategic Management	2002 – 2004	Full Time MBA
Public Sector Management	2002 – 2004	Full Time/Exec MBA
International Business Strategy	1999 – 2001	MBA
European Business	1996 – 1999	Undergraduate, 2 nd yr
Strategic Management	1996 – 1999	Undergraduate, 3 rd yr

Teaching Evaluations

Based on standard UK and U.S. teaching evaluation criteria, my average across courses since 1996 is 4.2 out of 5.0 and is regularly as high as 4.8.

5.2 Research Supervision

PhD

- 2014 - Joanna Pawlik. 'Implementing strategic CSR in Japanese multinationals: A comparative study of nonmarket capability development at Canon subsidiaries in Europe'.
- 2014 - David Hollis. 'A discursive investigation of leading in organisational conversations'.
- 2012 - 2015 Charles Mbalyohere. 'Corporate political activity in sub-Saharan Africa: the influence of MNEs on the institutionalization of Uganda's electricity industry'.
- *PhD awarded, December 2015 (Open University)*
- 2009 - 2014 Maria Andrea De Villa Correa, 'Developing adaptive capabilities: a critical view of Colombian food companies internationalizing in uncertain political contexts'.
- *PhD awarded, April 2014 (Cranfield University)*
- 2003 - 2007 Tazeeb Rajwani, 'Developing lobbying as a dynamic capability: a comparative study of the European long haul airline industry, 1996-2005'.
- *PhD awarded, June 2007 (Imperial College London).*
- 2001 - 2005 Ku-Ho Lin, 'The internationalization process of Taiwanese SMEs: a comparative analysis of the Automotive and Electronic industries'.
- *PhD awarded, April 2005 (RHUL).*
- 1997 - 50+ MBA/EMBA, 2 MA and 18 MSc dissertations.

5.3 External Research Examination (PhD)

- July 2015 A resource-based view of the state: a case study of the Indian state'. Suresh George, Coventry University.
- February 2015 'The impact of corporate provision of social welfare on the legitimacy of the state: providing anti-retroviral drugs in South Africa'. Siân Stephens, Middlesex University.
- March 2013 'Organisational learning and innovation in the pharmaceutical, biotechnology and life sciences industry'. Antonio Garzón-Vico, University College Dublin.
- September 2011 'Strategic decision-making of Chinese managers on

- corporate social responsibility issues: a policy capturing study', Shuo Wang, Dublin City University.
- November 2008 'Top management leadership in the turnaround process', Conor O'Kane, National University of Ireland, Galway.
- July 2008 'The effect of the distribution structure on mode of entry of FMCG companies into India: a multiple case study approach', Sundeep Manghat, Imperial College London.
- December 2007 'Japanese firms in the EU: Europeanization of lobbying strategies and enduring national characteristics', Yukihiro Hamada, University College London.
- July 2004 'MNEs and strategy making in transforming institutional contexts: global brewers in Bulgaria and Romania', Nadejda Popova, Royal Holloway University of London.
- April 2002 'Harmonizing international capital adequacy standards for securities firms: explaining success and failure in the EC and IOSCO negotiations', Richard Kurtz, The London School of Economics and Political Science.
- November 2001 'Organisational learning in selected multinational companies in Ireland', Ted O'Keefe, The Waterford Institute of Technology.
- December 2000 'Between rent seekers and free marketeers', Nico Baljer, The London School of Economics and Political Science.

6. PROFESSIONAL ACTIVITIES

6.1 External Examiner

- 2013 - International MSc programs, Michael Smurfit Graduate Business School, University College Dublin.
- 2008 - 2010 Full-time MBA program, School of Business Studies, Trinity College Dublin.
- 2003 – 2007 MBA and MSc programs, strategic management and international business courses, School of Business, Waterford Institute of Technology, Ireland.
- 2002 - 2006 TRIUM Executive MBA (global program run jointly by New York University, HEC in Paris and LSE in London).
- 2001 - 2005 MSc in Politics of the World Economy, Department of International Relations, the London School of Economics and Political Science.

6.2 Editorship, Editorial Board Memberships and Reviewing

Editor *Strategy Matters* - Routledge Book Series (since 2015)

Associate Editor *Long Range Planning* (since 2015)

Guest Editor *Management International Review* (2016)

Editorial Advisory *International Business Review* (since 2015)

Board Member *Irish Journal of Management* (since 2010)

Ad-hoc reviewer for *British Journal of Management*, *International Business Review*, *International Journal of Management Reviews*, *Journal of European Public Policy*, *Journal of International Business Studies*, *Journal of Management Studies*, *Journal of World Business*, *Long Range Planning* and *Strategic Management Journal*.

6.3 Membership of Professional Associations

- Founding Member, Strategic Management Forum.
- Fellow, Strategic Planning Society.
- Fellow, Royal Society for the encouragement of Arts, Manufactures and Commerce (RSA).
- Nominated to be Associate Program Chair, Strategy Practice Interest Group, Strategic Management Society, 2015.
- Elected Representative at Large, Strategy Practice Interest Group of the Strategic Management Society (2009-11).
- Invited member of the Teaching Committee, Business Policy and Strategy Group, Academy of Management (2004-06).
- Elected Executive Council member of the Comparative Interdisciplinary Studies Section of the International Studies Association (2000-2006).
- Member of the Academy of International Business, Academy of Management, British Academy of Management, European International Business Academy, Irish Academy of Management and the Strategic Management Society.

6.4 Conference Attendance and Papers

The following list is of original papers of publication quality delivered at major international conferences. Papers delivered at in-house research seminars and working papers are excluded.

Thomas Lawton and Howard Viney. *Building nonmarket strategic capability: a practice perspective*. Panel co-organisers and contributors, **Strategic Management Society**, Denver, Colorado, October 3-6, 2015.

Thomas Lawton and Sotirios Paroutis. *Building nonmarket strategic capability*. Panel co-organisers and contributors, **Academy of Management**, Vancouver, Canada, August 8-12, 2015.

Charles Mbalyohere and Thomas Lawton. 'Divergent responses to institutional voids: a study of EMNE and MNE strategies in Uganda's electricity industry'. **Academy of Management**, Vancouver, Canada, August 8-12, 2015.

Thomas Lawton and Bennet Zelner. *Nonmarket Strategy Practice and Competitive Advantage*. Panel Co-organisers and co-chairs. **Strategic Management Society**, Madrid, Spain, September 20-23, 2014.

Invited speaker, Professional Development Workshop (PDW), 'The next big questions: globalization and nonmarket strategy'. **Academy of Management**, Philadelphia, Pennsylvania, August 2-5, 2013.

Brice Dattée, Paolo Barbieri, Thomas Lawton, Duncan Angwin. 'The microfoundations of relational ambidexterity: a study of Lamborghini's supply network'. **Strategic Management Society**, special conference on Microfoundations for Strategic Management Research, Copenhagen, Denmark, June 13-15, 2014.

Thomas Lawton, Nelson Phillips and Tazeeb Rajwani. 'Exploring trade associations: a framework for understanding activity and influence'. **Academy of Management**, Orlando, Florida, August 10-13, 2013.

Jonathan Doh, Thomas Lawton and Tazeeb Rajwani. 'New directions in nonmarket strategy: institutional perspectives in a multi-polar world'. **Strategic Management Society**, Prague, Czech Republic, October 6-9, 2012.

Panel contributor, *Great illusion once more? International economic governance and corporate nonmarket strategies of the 21st Century*. Chair: Toshiya Ozaki, Rikkyo University. Co-Chair: Steven McGuire, Aberystwyth University. **Academy of International Business**, Washington D.C., USA, June 30-July 3, 2012.

Panel contributor, *New directions in nonmarket strategy: an integrative approach to value creation in diverse settings*. Chair: Bennet A. Zelner, University of Maryland. **Academy of International Business**, Washington D.C., USA, June 30-July 3, 2012.

Thomas Lawton. 'Integrating market and nonmarket strategy: CPA and the antecedents of corporate political capabilities'. Special conference theme panel (Jonathan Doh and Thomas Lawton, co-organizers). **Strategic Management Society**, Miami, Florida, November 5-9, 2011.

Thomas Lawton, Nelson Phillips and Tazeeb Rajwani. 'The influence of trade associations: towards a framework for understanding activities and impact'. **European Academy of Management**, Tallinn, Estonia, June 2-4, 2011.

Thomas Lawton, Nelson Phillips and Tazeeb Rajwani. 'When trade associations matter: a strategic configuration framework for exerting influence', **Strategic Management Society**, Rome, Italy, September 12-15, 2010.

Brane Kalpic and Thomas Lawton, 'Enterprise architecture and the CEO agenda', **ICEIMT Workshop**, Bled, Slovenia, December 14-15, 2009.

Jonathan Doh, Thomas Lawton and Tazeeb Rajwani. 'Organizing political capabilities: the case of European airline deregulation', **Strategic Management Society**, Washington D.C., October 10-14, 2009.

Jonathan Doh, Thomas Lawton and Tazeeb Rajwani. 'Organizing political capabilities: the case of European airline deregulation', **Academy of Management**, Chicago, Illinois, August 7-11, 2009.

Thomas Lawton and Tazeeb Rajwani. 'Contextual connectedness and management attention: explicating lobbying capability in a predictable policy environment', **Strategic Management Society**, Cologne, Germany, October 12-15, 2008.

Thomas Lawton and Tazeeb Rajwani. 'Contextual connectedness and management attention: explicating lobbying capability in a predictable policy environment', **Academy of Management**, Anaheim, California, August 10-13, 2008.

Thomas Lawton and Tazeeb Rajwani. 'Developing lobbying process as a strategic capability: a Study of European Flag Carrier Airlines in Contrasting Policy Contexts', **Strategic Management Society**, San Diego, California, October 14-17, 2007.

Thomas Lawton and Tazeeb Rajwani. 'Developing lobbying process as a strategic capability: a study of European flag carrier airlines in contrasting policy contexts', **Academy of Management**, Philadelphia, Pennsylvania, August 5-8, 2007.

Thomas Lawton and Alan Pilkington. 'Conceptualizing Mmanagement: a bibliographical study of the Journal of Management Studies', **European Academy of Management**, Paris, France, May 16-19, 2007.

Thomas Lawton and Ku-Ho Lin. 'Domestic inter-firm Networks and corporate internationalization: a cross-industry study of Taiwanese SMEs', **Strategic Management Society**, Vienna, Austria, October 29-November 1, 2006.

Thomas Lawton and Ku-Ho Lin. 'Domestic inter-firm networks and corporate internationalization: a cross-industry study of Taiwanese SMEs', **Irish Academy of Management**, Cork, Ireland, September 6-8, 2006.

Thomas Lawton and Ku-Ho Lin. 'Domestic inter-firm networks and corporate internationalization: a cross-industry study of Taiwanese SMEs', **Academy of International Business**, Beijing, China, June 23-26, 2006.

Thomas Lawton and Tazeeb Rajwani. 'Developing lobbying process as a strategic capability: a study of European flag carrier airlines in contrasting policy contexts'. **European Academy of Management**, Oslo, Norway, May 17-19, 2006.

Sydney Finkelstein, Charles Harvey Thomas Lawton. 'Delivering strategic vision: a dynamic approach to realizing stakeholder needs and releasing corporate value', **Strategic Management Society**, Orlando, Florida, October 23-26, 2005.

Sydney Finkelstein, Charles Harvey, Thomas Lawton. 'Delivering strategic vision: a dynamic approach to realizing stakeholder needs and releasing corporate value'. **Irish Academy of Management**, Galway, Ireland, September 7-9, 2005.

Thomas Lawton, Steve McGuire and Gunter Walzenbach. 'Regulatory policy for the new economy: government or governance?', **International Studies Association**, Honolulu, Hawaii, March 2-5, 2005.

Denis Harrington, Thomas Lawton and Tazeeb Rajwani. 'Back from the brink? Entrepreneurial leadership and strategic transformation at Aer Lingus', **Irish Academy of Management**, Dublin, Ireland, September 1-3, 2004.

Thomas Lawton and Steven M. McGuire. 'Governing from Geneva? Tracing the impact of the WTO on the European textiles and chemicals industries', **International Studies Association**, Montreal, Canada, March 17-20, 2004.

Thomas Lawton and Charles Harvey. 'Breakout strategy: explaining rapid corporate growth and the creation of market dominance capabilities', **Strategic Management Society**, Baltimore, Maryland, November 9-12, 2003.

Thomas Lawton and Charles Harvey. 'Breakout strategy: utilizing the capital accumulation cycle to explain rapid value creation at HIT Entertainment'. **Irish Academy of Management**, Dublin, Ireland, September 2-3, 2003.

Thomas Lawton and Stanislav Solomko. 'Low fare airlines in Asia: an exploratory study of cost competition, market dynamics and sustainable advantage'. **Air Transport Research Society**, Toulouse, France, July 11-12, 2003.

Thomas Lawton and Steven McGuire 'Governing from Geneva? Exploring the impact of WTO rulings on EU antidumping regulation and trade strategy'. **Academy of International Business**, Monterey, California, July 5-8, 2003.

Thomas Lawton and Steven McGuire. 'Constraining choice: the WTO, domestic politics and the shaping of US international trade policy for steel', **International Studies Association**, Portland, Oregon, February 25 - March 1, 2003.

Thomas Lawton. 'Managing strategically in turbulent times: lesson from low fare airlines', **Irish Academy of Management**, Waterford, September 5-6, 2002.

Thomas Lawton and Steven McGuire. 'The WTO and firm strategy: the case of the US steel industry', **Academy of Management**, Denver, Colorado, August 11-14, 2002.

Thomas Lawton. 'Managing strategically in turbulent times: lessons from the low fare airlines business', **Air Transport Research Society**, Seattle, Washington, July 14-16, 2002.

Thomas Lawton and Steven McGuire. 'Constraining choice: exploring the influence of WTO regulation and domestic politics on US trade policy for steel', **Academy of International Business**, San Juan, Puerto Rico, June 28 – July 2, 2002.

Thomas Lawton and Steven McGuire. 'Governing the global market space: a critical evaluation of the global consensus on e-commerce regulation', **International Studies Association**, New Orleans, Louisiana, March 24-27, 2002.

Thomas Lawton and Steven McGuire. 'Governing the Eelectronic market space: appraising the apparent global consensus on e-commerce self-regulation', **Irish Academy of Management**, Derry, Northern Ireland, September 6-7, 2001.

Thomas Lawton. 'Europe's liberalization deadlock: identifying and tackling remaining barriers to low fare airline competition and growth', **Aviation Management Education and Research Conference**, Montreal, Quebec, July 16-17, 2001.

Thomas Lawton and Steven McGuire. 'Supranational governance and firm strategy: the emerging regulatory role of the WTO', **International Studies Association**, Chicago, Illinois, February 20-24, 2001.

Thomas Lawton and Steven McGuire. 'Supranationalism and strategic direction: how the WTO affects firms', **Academy of International Business**, Phoenix, Arizona, November 17-20, 2000.

Thomas Lawton and Kevin Michaels. 'Advancing to the virtual value chain: learning from the Dell Model', **Irish Academy of Management**, Dublin, Ireland, September 7-8, 2000.

Thomas Lawton. 'Tackling the red herring: the misplaced debate over European industrial policy', **UACES Research Conference**, Budapest, Hungary, April 6-8, 2000.

Thomas Lawton and Kevin Michaels 'Exploding the value chain: the changing global production structure and implications for international political economy', **International Studies Association**, Los Angeles, California, March 15-18, 2000.

Thomas Lawton. 'Leveraging core Competencies through outsourcing: the shift from tactical subcontracting to strategic partnering and virtual structure', **Strategic Management Society**, Berlin, Germany, October 3-6, 1999.

Thomas Lawton. 'Missing the target? European competitiveness policies revisited', **International Studies Association**, Washington DC, February 16-20, 1999.

Thomas Lawton. 'Hard choices and low prices: positioning for sustainable advantage in the airline industry (the case of Ryanair)', **Air Transport Research Group**, annual symposium, Dublin, Ireland, July 20-21, 1998.

Thomas Lawton. 'Critical perspectives on European industrial policy', **International Studies Association**, Minneapolis, Minnesota, March 17-21, 1998.

Thomas Lawton. 'Governing the skies: power and policy shifts in the European airline industry', **International Studies Association**, Toronto, March 18-22, 1997.

Thomas Lawton. 'Towards an ever closer union: industrial policy and European integration', **UACES**, Birmingham, UK, September 18-19, 1995.

Thomas Lawton. 'The construction and consequences of EU industrial policy: lessons from the electronics sector', **European Community Studies Association**, Charleston, South Carolina, May 11-14, 1995.

6.5 Invited Speaker (current/occasional)

- I am frequently interviewed on radio and television and in the business press, particularly on matters relating to business model innovation, competitive strategy and leadership in the airline business. Most recently, I was featured in the *Sunday Business Post*, Ireland's leading business newspaper; cited in an article on BA's CEO, Willie Walsh, in *European CEO* magazine; appeared on 'Jeff Randall Live', *Sky News*; and published a piece on the global

challenges facing legacy airlines in Ireland's *Sunday Tribune*. I also occasionally contribute to the Economic Intelligence blog of *U.S. News & World Report*.

- Keynote speaker, 'Demystifying strategy: practical insights for L&D professionals', Irish Institute for Training and Development, Guru Series, Cork, September 4, 2015.
- Keynote speaker, 'Building a magnet business', InterTrade Ireland All Island Innovation Lecture, Cork, April 13, 2015.
- Keynote speaker, 'Innovate for advantage: a strategic toolkit for designing and delivering a breakout strategy', InterTrade Ireland All Island Innovation Lecture, Belfast, June 14 and Dublin June 16, 2011.
- Keynote speaker, 'A strategic toolkit for designing and delivering a breakout strategy', European Enterprise Architecture annual conference, London, June 9, 2011.
- Keynote speaker, 'Innovation through the prism of global thinkers', EDGE Conference, Ljubljana, Slovenia, September 23, 2010. Annual event attended by entrepreneurs and business leaders from the Balkans and central and Eastern Europe.
- Keynote speaker, 'Beyond borders: going international with your business', Dublin, Ireland, 12th November 2009. National conference co-sponsored by University College Dublin and the Sunday Business Post and concluded by the Irish Taoiseach, Brian Cowen. Co-speakers included Michael Cawley, Ryanair Deputy CEO, Frank Ryan, CEO of Enterprise Ireland, and the CEOs of Irish companies including Glanbia, Glen Dimplex, and Smurfit Kappa/CRH.
- Guest speaker for International Business Seminars, a U.S. company that organizes Executive MBA visits to London. I deliver talks on the challenges and opportunities that American companies face when doing business in Europe. Groups to date have come from Arizona State University, the University of Florida and the University of Texas.
- Guest speaker for the Olin Business School, Washington University. Similar to above, I deliver talks to their Executive MBA and senior undergraduate European study groups on the political and policy challenges to doing business in Europe.

7. PERSONAL INTERESTS

Cycling, gym, swimming and rugby. World cinema, theatre and music. Travel and international affairs.