

# Templeton Bulletin



December 2005 – February 2006

---

## The Myth of the Polish Plumber

*Robin Pedler, Associate Fellow*

The 'Polish plumber' has become a figure of fear and loathing in some Western countries. Le plombier polonais – non! was to be found everywhere on posters in the recent French constitutional referendum. Fearing their domestic service industries would be swamped by incomers from the ten countries that joined the EU in 2004, twelve of the fifteen 'old' EU countries took advantage in 2004 of the 'accession derogation' clause and limited the free movement of labour. They secured an exception for two years but now have to decide whether to maintain the restrictions – which they have the right to do under the treaty for a further five years. However the EU's Social Affairs Commissioner, Vladimir Spidla, has just published a report on the first year of enlargement, comparing countries that imposed restrictions with those that didn't. His findings? That restrictions made precious little difference: 'The flow into UK and Sweden (which did not impose restrictions) was comparable to, or lower than, those into the twelve countries that kept restrictions.' In any case the flow has been relatively limited. In the first quarter of 2005 the average proportion of the working age population from the 10 'new' countries was only 0.4% – as opposed to 2.1% from the 'old' EU countries and 6.1% from outside the EU.

The key question, however – and one difficult to answer using statistics alone – is: has this limited influx benefited the host countries? Spidla is in no doubt: 'The migrants from the east appear to have filled gaps in the labour markets of the countries they moved to, particularly in construction. Their employment rate is similar to, if not higher than, that of nationals in those countries – and much higher in Britain and Ireland, two of the countries that lifted restrictions. Their arrival has helped to lift the employment rate in several countries, as workers have moved out of the black economy.' Spidla's most encouraging conclusion is that 'the European economy's performance has improved since accession. The Commission concludes that improved labour market performance has contributed to economic growth and better public finances.' So perhaps the message on our walls should rather read: Polish plumbers rule OK: it's official!

23 February 2006

## Fortieth Anniversary Book

The College has agreed with OUP to publish a book celebrating its fortieth anniversary. Entitled *When the Map Changes: Five Decades of Management Studies*, it will aim to be more than a purely commemorative volume but to give a wide-ranging picture – with a look ahead at future developments – of changes in the landscape of business and management studies, based on the experience of the College, especially its executive education activities. Drawing on a wide range of Templeton Fellows and Associate Fellows, past and present, it will be edited by the Dean, Professor Michael Earl and Dr Sue Dopson, Vice-Chairman and Fellow in Organisational Behaviour. Publication is scheduled for next year. For more details contact [sue.dopson@templeton.ox.ac.uk](mailto:sue.dopson@templeton.ox.ac.uk).

26 January 2006

---

## Top Customer Service Awards for Templeton Staff

The Domestic Bursar, Tim Royal, writes: 'I am delighted to inform the College that Templeton had great success at the university awards ceremony organised by the College Bursars' Committee at New College on the 14 December. Julie Everton was named Hospitality Employee of the Year while Darren Lomas was the runner-up in the toughly competitive category of University Chef of the Year. A fantastic result – warmest congratulations to them both!' Julie Everton joined the college seven years ago as deputy supervisor in charge of the Dining Room and is now the Bursarial Administrator and responsible for coordinating domestic services to all clients who use the College. 'I am very pleased indeed,' she says. 'It was a great boost – especially as it was quite unexpected!'

These honours follow hard on the heels of several other major awards in the last year – the Top Award for Oxford College Catering Excellence, the Top Newcomer Award from the University Chefs Organisation, the Conde Nast Top Conference Centre of Excellence, and Taittinger Wine List of the Year at the Conde Nast Johansens Awards for Excellence.

19 December 2005

# West Africa Network Takes Off

An after-dinner conversation last October between a group of Nigerian alumni at Templeton's annual reunion and Administrative Fellow, Dorothy Cooke, led to the idea of establishing an alumni network in West Africa. Five months on, the evening of 22 February saw the first meeting in Abuja of a core group, drawn from some sixty executive and graduate alumni, enthusiastic about developing links in West Africa, attended by Dorothy and Gerd Islei, Fellow in Information Management.

Ideas were discussed for a group which would not only provide a valuable support network for members in the region but also allow them to share the benefits of their Oxford experience throughout the wider West African business and government community. In addition, Gerd and Dorothy canvassed attendees about leadership development programme needs and opportunities in the region. The evening ended with a firm resolution by all those present to make every effort to contact additional members and arrange a further meeting as soon as possible. Momodu Kassim-Momodu agreed to report progress at the Templeton annual reunion in Oxford on October 20.

This first meeting was arranged at rather short notice to coincide with Dorothy and Gerd's participation in the West Africa Investment Forum (see separate news item), an event organised by the Commonwealth Business Council (CBC) and the Nigerian government. Steve Godfrey, the managing director of the CBC, took the opportunity of joining the Oxford meeting and dinner and gave a short presentation about CBC's programme and possible collaborative opportunities with that organisation.

Although co-ordinated from Oxford by Dorothy, the network initiative is being led in Nigeria by Mohammed Yinusa (SLP 2000), the managing director of Dunlop Nigeria. Members interested in joining the group should contact [mjyinusa@dunlopng.com](mailto:mjyinusa@dunlopng.com) or [Dorothy.cooke@templeton.ox.ac.uk](mailto:Dorothy.cooke@templeton.ox.ac.uk)

28 February 2006

---

## Backlash on the High Street?

An article in the Sunday Times on 19 February, 'Supermarkets to carve up high street', reports that Britain's leading supermarkets are planning a new wave of expansion from their out-of-town bases into the high street. According to the article Tesco, Sainsbury's, Asda and Morrisons – which between them control 74% of grocery sales and have built up 'land banks' of hundreds of sites awaiting development – are launching a concentrated effort to open high street convenience stores to tap a market in which they have had little presence for years.

Despite MPs' warnings in the High Street Britain 2015 report last week that supermarket growth is destroying the fabric of local communities, supermarkets are optimistic, the article says, that the Office of Fair Trading, due to rule next month on whether to refer them to the Competition Commission, will take no action over their move into the convenience store market.

There are signs of a popular reaction against supermarket expansion, however. The article quotes Fellow in Retail Marketing, Jonathan Reynolds, that 'there is a backlash focused on disadvantaged consumers.' He warns of a polarisation between high income areas, where there is enough money to support viable small businesses in town centres, and poorer high streets, where little but mobile phone shops and bargain shops will survive. For details see [www.newsint-archive.co.uk/](http://www.newsint-archive.co.uk/).

20 February 2006

## Learning from Wikipedia

The online encyclopaedia Wikipedia came under fire earlier this month from John Seigenthaler, the founding editorial director of USA Today, who attacked one of its entries that incorrectly named him as a suspect in the assassinations of president John F Kennedy and Robert Kennedy. Subsequently, however, the respected British science journal Nature examined a range of scientific entries Wikipedia and the Encyclopedia Britannica and found few differences in accuracy. The Dean, Professor Michael Earl, writes:

'The news that Wikipedia, the online encyclopaedia, is tightening up its rules, has lessons for policy-makers, information providers and information users in the digital age. Wikipedia has over 2,500,000 articles, 850,000 being in English alone, about the sort of knowledge domains you would expect to find in any conventional encyclopaedia.

The difference is that it is on-line, free, and has a search facility – a typical internet-based product or service. The further difference is that users around the world not only can access it, they provide the content and can be on-line editors. It is a truly global, virtual, collaborative knowledge community.

Wikipedia claims to have 2.5 billion page views p.a. and 600,000 users, with 600 authorised editors. However, any user can edit, provide or edit a page. Anyone and everyone is responsible for content provision and refinement. However, the recent announcement that user registration is to be introduced as an audit trail and that articles will be secured once a recognisable level of accuracy has been achieved is instructive. The announcement is a response to apparent misrepresentation of knowledge and people, either by intent or accident. Such moves may, of course, kill off the very spontaneity and freedom of Wikipedia. Contributors may lose interest if updating is prohibited or be deterred if they expect any retribution for providing content

continued...

continued...

that is later questioned. We have a classical knowledge-creation conundrum here.

On the one hand there is real advantage in assembling the collective wisdom, both expertise and experience, of the many and on the other hand serious users are concerned about validity and serious providers are concerned about incentives, or more particularly disincentives to contribute content.

The philosophy of Wikipedia is that an article – or knowledge object – gains validity and maintains currency by continuous widespread updating. Thus, hitherto it has not declared any article finished. Wikipedia explains on its website that “editors are encouraged to uphold a policy of neutral point of view under which notable perspectives are summarised without an attempt to determine an objective truth. But Wikipedia’s status as a reference work has been controversial. Its open nature allows vandalism, inaccuracy and opinion. It has also been criticised for systematic bias, preference of consensus to credentials and a perceived lack of accountability and authority when compared to traditional encyclopaedias”. Despite such recognition, or if you prefer health warning, Wikipedia is already bigger than its on-line and traditional rivals. Its continuous accretion and its diversity probably help ensure such relative advantage. In other words, knowledge seekers seem to have judged Wikipedia is OK. Indeed, a public good has been created not by a market, just as economic theory would predict, but by a community. It is open sourcing of knowledge or perhaps even a knowledge democracy where users and contributors have been equal and, subject to having access to the internet, there is universal knowledge suffrage.

So what can we learn from Wikipedia so far? First, knowledge does require validation if it is to be a reliable basis for action, but then we might need to validate the validators. One could take a regulatory approach by instituting official validating panels or editorial boards. Alternatively, in the spirit of

openness and transparency, contributors could be listed alongside the knowledge domains they have helped create, rather like volunteer reviewers are listed in entries in the Good Food Guide and such publications.

Then, however, once contributors are judged or disclosed, does this create disincentives to contribute through fear of criticism or lawsuits on intellectual property? Evidence from knowledge management initiatives in firms suggests that validation of content given to databases of knowledge is required and that contributors need incentives – and certainly no disincentives – to provide content. Fame of being a contributor and gaining feedback may be enough. Then, let’s consider the users. Apparently school children increasingly go to Wikipedia to look up “facts” and as a source for their projects and essays – a current issue in UK education debates. Researchers likewise are said to be users; indeed I have used Wikipedia myself. However, experienced researchers will not rely on one source; they will check alternative references and bring filters from their own accumulated knowledge. They will evaluate the sources as much as the content. School children may not have such skills or time. Lazy researchers may not have the will.

In other words, in a digital, knowledge economy we need to teach and develop skills in use and interpretation of knowledge and information.

Perhaps we also need to assess the advisability of creating free, “do-it-yourself”, on-line knowledge repositories. Or do we encourage competition somehow so that there is as much choice on-line as there is off-line and we rely on a “reader beware” policy. This may be what will happen. After all, since knowledge creation seems to be an exponential process, the continuous, universally accessible, low-cost mechanism represented by Wikipedia and its ilk seems both necessary and desirable – as long as lessons of provision and use suggested here are learnt and applied. For possibly the most

important policy issues in the development of the internet are information reliability and information literacy. Making sources of knowledge contributions transparent and perhaps contactable and developing user skills in evaluating, interpreting and using on-line knowledge could be two necessary conditions in constructing “knowledge democracies”.

For Michael Earl’s career and research interests see [www.templeton.ox.ac.uk/people](http://www.templeton.ox.ac.uk/people).

16 December 2005

---

## Future Retail Models Study

Templeton Fellows in Retailing, Dr Jonathan Reynolds and Elizabeth Howard, and Senior Research Associate, Christine Cuthbertson, will shortly be embarking on a new research project to study future retail business models and formats. The project, carried out under a grant made by the British Council of Shopping Centres (BCSC) to the Oxford Institute of Retail Management (OXIRM) of the Said Business School, is part of a larger BCSC research initiative on the future of retail property, the aim of which is to furnish decision makers with information on the major social, political, technological and economic changes that lie ahead so they can design better shopping places. OXIRM’s project, which will draw upon existing knowledge of retailing in the UK and beyond, will look specifically at how retail business models in both companies and retail formats will change over the next ten years and the opportunities and difficulties these will present for the UK shopping centre industry. The project will begin in mid-March and report mid-July. For more details email [OXIRMenquiries@sbs.ox.ac.uk](mailto:OXIRMenquiries@sbs.ox.ac.uk).

15 February 2006

# Templeton Fellows Help Develop a New Role for IT in Government

IT professionals are now a large and powerful force in government, pursuing programmes that command considerable budgets and resources. How can they be best 'joined up', not just professionally but also to bring about the more effective delivery of government policy? This was the key issue addressed by the IT-Enabled Policy Delivery Workshop organised by Oxford's Said Business School for the Cabinet Office on 30 January–2 February.

Overall, there are some 50,000 IT professionals directly employed in the public sector, and of these around 15,000 are in central government departments and agencies, 25,000 in local government and the rest in the wider public sector including the NHS and law enforcement. Their work, while behind the scenes, is at the very core of delivery of services to the public, delivery of large-scale change programmes and supporting infrastructure. We hear plenty about failures in government IT programmes, less about the success and the drive to build up expertise and delivery of IT-enabled change.

A government IT Profession is being developed as a response to the government's Delivery and Reform agenda (see <http://www.government-skills.gov.uk/>) and is integrated with the Professional Skills for Government programme (see [http://www.government-skills.gov.uk/professional\\_skills/index.asp](http://www.government-skills.gov.uk/professional_skills/index.asp)). It will identify who is a public sector IT professional, provide a common framework of competencies, skills and standards, create a community of interest to share skills and best practice, and develop the professionalism and capabilities of its community.

One of the early moves towards increasing professionalism has been the proposal for a government IT Academy. The first two events created for the Academy have been developed and delivered by the Said Business School as the pilot initiative of the Academy and the prototype, it is hoped, for many others in future.

Some twenty senior IT professionals attended, mainly from central government departments and Agencies but also from city councils and the NHS. The workshop, led by Oxford Fellow in Information Management, Chris Sauer, and with additional contributions from Fellow in Leadership, Organisation & Change, Keith Ruddle, focused on how IT managers could play a wider and more effective role, not just implementing decisions from on high but acting as partners and fellow change managers in the delivery of policy.

Its three days – 'Understanding the Situation', 'Agreeing a Way Forward' and 'Winning Stakeholder Support' – included presentations on change management and the wider political context as well as strategic role-plays involving a variety of challenging, high profile scenarios.

Many issues – and possible answers – surfaced: the importance of values, culture, engagement and 'ownership'; the need to bring together 'all the specialist clearings in the Whitehall forest'; to develop experts who could get ministerial 'airtime' and 'punch their weight at the top table' – above all, to take IT to the heart of government and help tomorrow's leadership skills take root among today's public sector IT professionals.

The signs look promising. 'Technology is now seen in a better light in government than for a decade,' Ian Watmore, Head of the Prime Minister's Delivery Unit, told the participants, 'we are beginning to see a generation of ministers that really understand what IT can do'. The Oxford pilot could open many doors in Whitehall - and beyond.

For more details see <http://www.cio.gov.uk/itprofession/index.asp>.

15 February 2006

# The Strange Case of the Missing Xboxes?

Reporting in The Guardian on 2 December on possible shortages of Microsoft's new Xbox 360 gaming console in the run-up to Christmas, Lucy Mangan asks whether Microsoft deliberately engineered the shortage in order to fan the flames of demand. She quotes Dr Jonathan Reynolds, Director of the Oxford Institute of Retail Management who comments: 'Shortages are often used as a surface or retrospective explanation for production problems.'

Companies can err in their eagerness to get ahead of rivals and secure Christmas sales. Deliberately withholding goods is a risk. There is the danger of annoying the people you can't supply who will then go elsewhere. And bad word-of-mouth can damage a brand far faster nowadays than it could a few years ago.' He adds that, while the fact that the worldwide scale of the shortage would indicate it is intentional (in cases of genuine scarcity, it tends to be just Europe that goes without), any risk for Microsoft is limited at the moment because competitors Nintendo and Sony are not launching their new consoles until next year.

'No doubt the truth of the matter will remain more elusive than an Xbox 360,' is Mangan's tongue-in-cheek conclusion. 'Still, at least the competing cock-up-versus-conspiracy theories will keep frostbite at bay in the queues.' For details of the Oxford Institute of Retail Management see [www.templeton.ox.ac.uk/oxirm](http://www.templeton.ox.ac.uk/oxirm).

6 December 2005

## Kung Fu Hustle?

How has Singapore Airlines consistently managed to stay one step ahead of the tough competition in the airline industry and remain consistently profitable? In an article in the just-published issue of the Business Strategy Review Fellow in Strategy and Organisation Loizos Heracleous surprisingly suggests that kung-fu might be one way to understand the airline's outstanding performance.

'In competitive, threatening situations, people – and organisations – unwittingly tend to tense and seize up,' he writes. 'In so doing, they reduce their adaptive ability and diminish their chances of responding effectively. The highest state of attainment in the martial art of kung-fu is the ability to seamlessly combine the hard and the soft. Speed and flexibility derive from being soft and fluid while penetrating attacks derive from applying hard energy at the right time to specific, targeted points. This winning combination of soft and hard does not come naturally; it needs to be ceaselessly practised. The only way to enter the realm of the kung-fu master is to drill this soft/hard orientation into one's sub-conscious through continuous practice, so that it becomes second nature. This martial arts metaphor sheds light on how Singapore Airlines (SIA) has become the recognised master of innovation in the airline industry and has consistently outperformed the industry for decades.'

Heracleous goes on to analyse how SIA's 'hard aspects' are enshrined in a centralised product innovation department that tends to undertake major, discontinuous innovations, while there is also a breed of 'softer' emergent new service development which can be described as distributed innovation. For a PDF of the article visit the [www.blackwell.synergy.com](http://www.blackwell.synergy.com) site, and for details of Loizos Heracleous's work and research interests see [www.templeton.ox.ac.uk/people](http://www.templeton.ox.ac.uk/people).

## Venetian Valentine Night

Templeton's termly students guest dinners have established themselves as a flagship event in the social calendar, not just for members of the college but all Oxford management students, and the guest dinner on Friday 10 February was no exception. Record numbers – 70% of whom were non-Templetonians – rolled up for the evening: some 270 students, 220 of them sitting down to the dinner with a further fifty joining them later for the post-prandial party. Such was the press of numbers that two special marquees had to be erected, one an overflow to the main dining room and the other next to the Graduate Common Room for drinks and the after-dinner disco party. 'The evening turned out to be a runaway success,' say the organisers, Nicoletta Occhiocupo and Paul Hwang, 'and the guests were terrifically impressed by the food and the atmosphere.'

The theme for this term's event – fittingly in the run-up to St Valentine's Day – was once again 'A Venice Carnival – A Romantic Night in Venice', and both dinner and decor were designed with a strong Venetian Carnival flavour in mind. After a banquet of radicchio and seafood risotto, beef in a cep and pancetta sauce and tiramisu and chiacchiere, accompanied with fine Italian vintages, nougats were served courtesy of the evening's sponsors, Leaf-Sperlari Italian Confectionary. Students and guests sported a panoply of carnival masks and outfits, with five prizes on offer for the most striking costumes – a competition which Templeton MBA student, Marco Riggio justly won for his stunningly colourful ensemble. After dinner students and guests drank, danced and partied into the small hours of Saturday morning. Not surprisingly, a massive clear-up was in order over the weekend, and a hit squad of eleven Templeton student volunteers went smoothly and efficiently into action, leaving not a wrack of this substantial pageant behind.

The next guest dinner – on a theme to be announced – will be on Friday 26 May, and given the popularity of these events, those wishing to attend are advised to book as soon as they receive the formal invitation.

15 February 2006

---

## The Future of Air Travel in Asia

Fellow in Strategy & Organisation, Loizos Heracleous gave a ten-minute interview on his new book, *Flying High in a Competitive Industry: Cost-Effective Service Excellence at Singapore Airlines* to the major news channel in Asia, Channel News Asia, on 16 January. Loizos carried out the interview after directing the Oxford – Hong Kong Senior Executive Programme in Corporate Leadership that took place on January 9–14 (see website news item 'Templeton Fellow Straddles East and West').

Together with co-author Jochen Wirtz, he was pressed in particular about the threat from budget airlines in Asia to premium carriers like Singapore Airlines. Conceding these had a role on shorter-haul journeys, he argued nevertheless that the premium carriers still enjoyed many advantages when it comes to longer flights: 'Budget airlines are the answer only for a particular segment of the market. People will get what they pay for. If budget airlines introduce more frills, then they would be moving away from the basic business model on which their success has been based.' The two authors also discussed other factors affecting airlines such as oil prices and the likely expansion of destinations in India and China. For more details of the book see [www.mcgraw-hill.com.sg](http://www.mcgraw-hill.com.sg).

26 January 2006

## Templeton Fellow Straddles East and West

Loizos Heracleous, Fellow in Strategy and Organisation at Templeton College, has long experience of management studies education and research in Asia, having taught for many years at the University of Singapore Business School, and is putting his knowledge to good use in the Oxford – Hong Kong University Senior Executive Programme in Corporate Leadership, which is run jointly by Oxford Said Business School and Hong Kong University. ‘We are trying to integrate an East – West view that combines expertise from two leading universities, one in China and one in Europe,’ Dr Heracleous, the programme director from Oxford, comments. ‘Participants very much appreciate the chance to gain access in Hong Kong to leading-edge delivery and thinking from Oxford.’ Twenty-four senior executives drawn from Hong Kong, mainland China and other parts of the Far East attended the programme, including entrepreneurs and executives from smaller enterprises and large corporations, as well as senior public sector officials. ‘We are well on our way to establishing a robust reputation and developing close relationships with leading corporations in the Far East,’ adds Dr Heracleous.

The programme aims to develop leaders by looking at the challenges they face and in particular the strategic competencies they will need to lead change and exploit the exciting new opportunities in China and neighbouring regions. For further details see <http://www.execed.oxford.edu/hku/>

26 January 2006

---

## The Shape of Leaders to Come

The 2006 Oxford Leadership Prize competition was launched on 30 November. Worth £3,500 and open to anyone aged under thirty connected with Oxford University (alumni, staff and students), it invites submissions in any form whatever – print, audio or video, etc – in response to the question: ‘What new ideas and perspectives will characterise the successful leaders of tomorrow?’ Two other prizes of £1,000 are also available for highly commended entrants. Finalists will be interviewed by a distinguished board that includes Oxford’s Vice Chancellor, Dr John Hood; the BBC’s Director-General, Mark Thompson; the Rt Hon Clare Short; and Ian Davis, Worldwide Managing Director of McKinsey & Co. The closing dates for registration and final submission are respectively 5 February and 26 March. To get more details visit [www.oxfordleadershipprize.org](http://www.oxfordleadershipprize.org) or email Dr Marshall Young at [oxford.leadership.prize@templeton.ox.ac.uk](mailto:oxford.leadership.prize@templeton.ox.ac.uk).

1 December 2005

## A Night at the Opera

Nicoletta Occhiocupo and Paul Hwang, this year’s student guest dinner officers, write: “Going to the Opera: Templeton’s 40th Anniversary” was the theme of the first Student Guest Dinner of the academic year on Friday 25 November. Over 200 people – two thirds of them guests of Templeton students – attended. All were dressed elegantly and appropriately, giving the college for one very special night the atmosphere of an international opera house. The night kicked off in the Information Centre with pre-dinner drinks and an enchanting ballet performed by the Yuka Kodama Ballet group featuring the Carmina Burana, “Swanhilda’s Solo” from Coppelia and A Midsummer Night’s Dream. A delightful harp performance by Philippa Roberts of Queens’ College then accompanied students and guests as they made their way to the sixteen tables, each of which represented a different opera house around the world. Before dinner the Dean, Professor Michael Earl, attending with his wife, briefly introduced participants to the history of the college. The dinner, a superb three-course meal with fine wines, was served to the accompaniment of opera music. For most of those attending it was their first chance to sample Templeton cuisine, which many said was “the best meal they had had since coming to Oxford”. The friendly atmosphere created over the dinner tables continued during the after-dinner events which included live dancing and a bar in the marquee, and fruit and cheese in the GCR. Students and guests thoroughly enjoyed the event, dancing into the early hours.’

The event was one of the largest hosted by the College – which strongly supports giving students the opportunity to host their colleagues and friends. Paul and Nicoletta planned and coordinated the event, working closely with the Templeton staffs, who exerted their usual extraordinary efforts to make it a superb success. The next Student Guest Dinner will be on Friday 10th February and its theme will be the Venice carnival. Come on, mascherati!

---

## Fred Webster – OCMS 1970–1984

Colleagues and friends who were involved with the OCMS during the 70s and 80s will be sorry to hear that Fred Webster, our Buildings Officer, Technical Supervisor and Caretaker from 1970 until 1984, passed away last week following a long illness. Fred and his wife Jenny retired to France after leaving the College. Jenny has nursed Fred during his illness. We send our thoughts and good wishes to Jenny.”

# Emerging Markets Forum: Regional Economic Integration the Way Forward

While there must be a united effort to ease global poverty, it is up to poorer countries to 'carry out their own emancipation' and develop a more powerful and constructive voice in the international arena through greater global cooperation between the world's leading emerging market economies and through enhanced regional cooperation between emerging market countries.

This was the prevailing viewpoint of more than 60 political and corporate leaders, and public servants from both developed and developing countries who met in Oxford from 9–11 December 2005 to formulate a plan of action to help emerging market economies meet the challenges facing them.

The first meeting of the Emerging Markets Forum, a collaborative initiative of the Centennial Group, an international policy advisory firm and Templeton College, University of Oxford, brought together former heads of state, current and former ministers of finance, central bank governors, and corporate chief executives from 25 countries in Africa, the Americas, Asia and Europe to discuss issues related to private capital flows to and from emerging market countries.

Participants, including Fidel Ramos, former President of the Philippines, Michel Camdessus, former Managing Director of the International Monetary Fund and Haruhiko Kuroda, President of the Asian Development Bank, united in calling for regional cooperation in areas such as trade facilitation, financial policy, fiscal and monetary policy coordination and regulatory reform. These changes would, they agreed, help smaller and more vulnerable countries as they seek to grow and combat global issues. They would also support the development of stronger domestic and regional capital markets.

'In a world awash with liquidity the emerging market economies are being starved of capital,' said the former Prime Minister of a major Asian country. 'The annual net flow from the emerging market economies to the industrialised nations is now \$400 billion. Is it not a travesty that these savings are not being invested in their home countries but in the security of corporate enterprises abroad?'

'The agenda for the Emerging Markets Forum is driven by the priorities of the emerging market countries

themselves, rather than those of OECD countries or multilateral institutions,' said Gautam Kaji, a founding director of the Forum and a former Managing Director of the World Bank. 'It is clear that the key to sustainable development and poverty alleviation lies within the emerging market countries themselves, and depends on private sector action rather than government intervention.'

The Forum agreed a seven-point action plan for emerging market countries:

- Liberalise but 'Immunise'...  
By adopting tandem approaches to domestic deregulation and liberalisation of capital accounts.
- Match Type of Finance to Financial Needs...  
By distinguishing between different types of available equity and risk capital and different development needs and matching them effectively.
- Unlock and Mobilise Domestic Savings...  
By gradually reversing net capital transfers from emerging market countries to OECD countries and using it to fund domestic public and private investment.
- Develop Strong Domestic Capital Markets...  
By recognising that net outflows of capital cannot be reversed in the absence of stronger domestic capital markets in emerging market countries.
- Adopt Aligned Approaches to Infrastructure Development in Emerging Market Countries...  
By developing public-private sector partnerships for infrastructure development .
- Develop Stronger Regulatory and Governance Structures...  
By actively encouraging the international community, individual nations, financial institutions, and private enterprises to work together to create more reliable, sustainable and confidence-building regulatory environments.
- Think Globally, Act Regionally...  
By actively pursuing the advantages of regional cooperation and coordination while recognizing the global contexts and consequences of domestic policies that influence capital flows and the development of capital markets.

19 December 2005

# Talking to Top Clients: the Deloitte Relationship

The end of November saw two important executive events organised at the College for Deloitte by Oxford Said Business School. On 25 November eight Deloitte senior partners, each of whom leads a specific industry sector for the firm ranging from Life Sciences to Consumer Business, attended a special one-day event on 'Industry Futures'. Presented by Fellow in Strategic Management Rafael Ramirez, who heads Templeton's work on scenarios and futures, and Keith Ruddle, who directs the Oxford Deloitte programmes, it explored the range of contextual and internal factors – technological, social and commercial – likely to affect the development and shape of these industries in future. Dr Ruddle writes: 'This event was part of an important wider relationship that Oxford now has with Deloitte – the main part of which is a series of executive

programmes over 18 months aimed at developing partner skills at working with Boardroom clients. We will expect to have worked with over 200 partners in total over that period. Both they and we are keen to look for other areas of mutual interest. These include research agendas. For example, Rafael Ramirez joined a Deloitte-chaired lunch at the CBI conference, talking about our strategic renewal research programme with Leo Roodhart, a Templeton Associate Fellow who is a senior executive with Shell, one of our research sponsors.'

The following week nineteen other senior Deloitte executives attended the latest programme in the Oxford Deloitte LCSP (Lead Client Service Providers) Workshops.

Presentations by Dr Ruddle on 'Strategic Management and

Leadership in a World of Change' reviewed the key strategic concepts and ideas that have 'crossed the Boardroom table' in recent years and the latest thinking and research on the navigation and leadership of change. Other sessions included Programme Co-Director Kathryn Bishop orchestrating a dinner conversation with on Boardroom guests on governance; Ex-President of Templeton Sir David Rowland on 'Power, Politics & Influence - Leadership Challenges in the Boardroom'; Professor Marcus Alexander on 'Corporate Relationships & the Role of the Centre'; and Templeton Associate Fellow, Dr David Pendleton on 'Personal Leadership Styles in the Boardroom'. For more information on Oxford's range of company programmes visit [www.execed.oxford.edu](http://www.execed.oxford.edu) or contact [louise.watts@templeton.ox.ac.uk](mailto:louise.watts@templeton.ox.ac.uk).

2 December 2005

---

## Key Role for Templeton Fellow at Scania Conference

Over seventy communications managers from the Swedish-based Scania group descended on the Said Business School's executive education centre at Egrove Park for their annual conference on 24 and 25 January. Their mission: to look at Scania's corporate identity and how it is being promoted around the world. Acting as advisor and analyst was Templeton Fellow in Marketing, Kunal Basu. Interestingly, the guest speaker at the conference, Mark Binns of the German company Hoyer, who presented a Scania customer view, also has an Oxford management studies connection, having participated in the Oxford Strategic Leadership Programme some years ago.

Founded in 1891, Scania is a leading manufacturer of heavy trucks and buses as well as industrial and marine engines. With more than 28,000 employees worldwide Scania is not only one of Sweden's flagship companies but a global company with operations in Europe, Latin America, Asia, Africa and Australia. For details of Scania see [www.scania.com](http://www.scania.com) and of Kunal Basu see [www.templeton.ox.ac.uk/people](http://www.templeton.ox.ac.uk/people).

26 January 2006

## Kunal Basu: New Novel

Kunal Basu's third novel, *Racists*, was published by Orion Books on 18 January, an event marked by a launch party at Blackwells in Oxford, attended by a large audience including many members of the College. Set in the mid-nineteenth century before Darwin's *Origin of the Species* was published, the novel tells the story of a brutal experiment conducted by two race scientists to determine the superiority of one human race over another, an experiment which leads to some violent and unexpected consequences.

It has been widely and controversially reviewed. Mark Phillips in *The Guardian* commented: 'Racists is a panorama of 19th-century ideas about race, but it is also a sly, penetrating commentary on their contemporary survival, highlighting the cross-fertilisation between social science, politics and philanthropy. Taut, elegant and intelligent, this is one of the most interesting novels so far to chart the history and content of European racism.' Aamer Hussein in *The Independent* wrote: 'Basu's tale is an entertaining hybrid, part intellectual thriller, part boys' own adventure, part romance at the heart of darkness.' For details of Kunal Basu's research and teaching see [www.templeton.ox.ac.uk/people](http://www.templeton.ox.ac.uk/people) and for his novel see [www.orionbooks.co.uk](http://www.orionbooks.co.uk).

26 January 2006

# Fond Farewell to Roger Undy

A dinner and Saturday night party held at the College on 18 February marked the retirement of one of its most distinguished and longest-serving Fellows, Roger Undy. Currently University Reader in Management Studies and Director of Oxford Institute of Employee Relations (OXIFER), Roger originally worked as a fitter with Boots in Nottingham (and to this day remains a fervent supporter of Nottingham Forest) before entering academic life in 1967 as a mature student at Ruskin College, Oxford on a TUC scholarship. After studying at Wadham College on a state scholarship for mature students with the encouragement of its then Warden, Maurice Bowra, he joined the Oxford Centre for Management Studies (OCMMS), the forerunner of Templeton College, in 1972 to work as research assistant with Lord McCarthy on the changing role of unions.

Elected Fellow in Industrial Relations in 1977, Roger went on to hold a number of senior positions in the college, including Dean, Senior Tutor and Acting President, as well as playing a leading role in the university, especially through the development of the Oxford MSc in Industrial Relations and Human Resource Management. The author of several highly respected books including *Managing the Unions* (OUP, 1996), he is noted for his work in employee relations, industrial relations negotiations and the unions, and has been involved in a large number of major research projects in these areas, notably the EU-funded *Communication and Consultation in Trans-National Companies* and, most recently, a series of influential government Green Papers on the future of work. The college's extended family had come together to celebrate Roger's career, said the Dean, Professor Michael Earl in his speech. In that career there had been many highlights. Roger has always been 'an alpha-plus tutor' ('How's Roger?' was a question you heard repeatedly from old students), not to mention 'an artist on the whiteboard' (you could always tell the rooms where he had been teaching by their overflowing detail). A committee man and negotiator famed for his stamina and attention to detail, many had found to their cost – and sometimes to their benefit – how well he prepared for meetings and took notes. Roger had once prolonged a committee meeting at Brasenose College from five until midnight. His interventions on that occasion prompted one Nuffield College economist to exclaim 'I did not come to Oxford to negotiate with a shop steward!'

More seriously, Michael Earl paid tribute to the contribution Roger made to the 'Oxford school' of industrial relations which he had joined at its height in the 1970s. 'He joined a phalanx of stars in the subject and not only kept their work going but accelerated it through the development of the MPhil and EMEM

degree courses. 'Roger has been both a university and a college man. He has held all the great posts of state in the college and has been a custodian of college behaviour. A superb negotiator, Roger could always be relied on in tricky situations to find a way through. He has a wonderful sense of humour and loyalty. We have enjoyed your company and value your contributions.' Ian Kessler began his speech by describing Roger as 'an uncomplicated man driven by a set of clear and certain principles'. Whether serving his students, the college or the subject of industrial relations, Roger had shown 'integrity, honesty and a sense of fairness' and had brought passion to all his causes'. Promoting an honest and pluralist approach to industrial relations, he had been driven, said Kessler, by an awareness of the inevitability of conflicting interests and the need also to articulate those interests and find ways to resolve them. He had never sold his students short, giving them insights into the reality of work without ever sacrificing his intellectual integrity. He had been a 'hugely stout defender of college interests, and it was a sad irony that he was retiring when we need him most. 'Roger, you will be sorely missed.'

Roger responded that it had been a privilege to be educated at Oxford and to be able to continue that education at OCMS and Templeton. Tongue-in-cheek, he recalled some vignettes and memories from that time – Lord McCarthy telling him when he started work as a young researcher that an ounce of fact was worth a pound of theory; the injunction, when he embarked on executive teaching, not to include anything that relevant; the need to keep executives at least two desks apart during negotiation practice in case fights broke out (as they did once); one Government minister to be storming out of the college during the Shadow Cabinet courses in 1996, outraged discussions of the value of privatisation; the mocking pigeon coos coming from the crowd at Edgbaston whenever Ross Davies opened a large wicker picnic hamper ...

Appropriately, given that Roger's academic career began in the 1970s, the menu for the evening recalled that long-gone decade of strife, flares, fringes and Cortinas, featuring a seafood hors d'oeuvre, red meat en crouete and a high cholesterol pudding, the courses served with a chateaueneuf du pape – but not, fortunately, the liebfraumilch that also characterised that era. Over 120 guests attended: past and present students and colleagues, college staff, Fellows and friends. While Lord McCarthy, sadly, was unable to attend due to illness, other attendees included the Vice-Chancellor, John Hood, Robert Pritzker, CEO of the Marmon Group, Barclay Fellows, John Sanders and Sir Bruce MacPhail, and former college President, Sir David Rowland.

20 February

## Total Involvement

Fellow in Retailing Elizabeth Howard was in Paris on 13–16 February for the start of a two-week advanced management programme, which she now co-directs for Total oil. The programme, held at Total's conference centre on the Seine, has been run for several years by HEC, Paris, but since 2005 has been run jointly with the Saïd Business School.

Total – which employs 110,000 people in 130 countries and is the fourth largest oil company in the world following its merger with Elf and Fina – 'is keen to maximise Oxford's involvement and so increase the international orientation of the programme,' explains Elizabeth. It focuses not only on strategic and financial skills but also on the personal skills of negotiation and leadership needed to increase transparency and strengthen relationships with communities and governments around the world. Elizabeth set the scene at the opening of the programme with a wide-ranging analysis of the problems and challenges facing international business today.

Some 35 senior executives from Total attended, many from France but also from around the world. Previous participants on the programme have included its sales director for China and managing director for Singapore and the heads of gas development in Indonesia and accounting in Russia. Other Oxford faculty involved in the programme include Fellow in Strategy, Loizos Heracleous, and the economist and fellow of Christ Church, Peter Oppenheimer.

20 February 2006

## CCC Programme Explores the Meaning of Change

Consulting & Coaching for Change (CCC), the highly successful programme run jointly by Oxford and HEC Paris, embarked on its third year at the beginning of December with a four-day module held at Templeton on the nature of change itself. Presentations included Associate Fellow Keith Grint on different theories of change; Fellow in Leadership, Organisation & Change Keith Ruddle on the range of organisational 'change journeys' and the various leadership challenges they pose; and Fellow in Strategic Management Rafael Ramirez on the use of scenarios to understand and deal with change. A practitioner's point of view was given by Leslie Hilton of SuccessPartner LLC who described the four main approaches currently being pursued in senior executive coaching, while, from an academic angle, Fellow in Organisational Behaviour Sue Dopson analysed the bases of social science enquiry into the phenomenon of change. Finally, programme co-directors, Elizabeth Howard and Denis Bourgeois summed up the implications for the practitioner research projects that participants might undertake later in the programme. The final Saturday saw a group of previous CCC participants return to share experiences and insights.

This year's CCC programme has attracted 24 participants – a substantial proportion on recommendation from previous participants and nearly half of them from outside Europe. Countries represented among participants include Canada and the USA, Puerto Rico, Nigeria, Malaysia and Kenya. For details of the programme see [www.execed.oxford.edu](http://www.execed.oxford.edu).

16 December 2005

---

## Russia's Retail Revolution

The latest Oxford Retail Futures Group meeting held in the College focused on the challenges and opportunities posed by the fast-moving retailing scene in Russia and other 'new' markets. Retailing in Russia and the old CIS has undergone twenty years' change in two, Clive Woodger told the Oxford Retail Futures Group on 21 February. Drawing on the experiences of his retail planning consultancy, SCG, he presented a series of snapshots of a sector riddled with short-termism but also brimming with enormous energy and opportunity. Developments range from the now transformed state centrepiece, 'GUM' to 'Crocus City', the 'ultimate aspiration of Moscow's Desperate Housewives', and the sprawling 'Tvoi Dom', where you can buy everything from a table-lamp to a helicopter and which works despite breaking every rule in the retail book. The challenges are great – poor planning, bureaucracy, vast distances and disparities in income and taste – but so are the possibilities for those with the right strategic focus. Above all, developers should never underestimate the ordinary Russian consumer, who has become the ultimate 'fast adapter' - 'a consumer who wants more for less and wants it now and better'. Dr David Rogers followed with an eye-opening round-up of the lessons that he had learnt on the ground researching retail markets in central America and the Middle East. For details of the Oxford Retail Futures Group see [www.sbs.ox.ac.uk/oxirm/futuresgroup/](http://www.sbs.ox.ac.uk/oxirm/futuresgroup/).

22 February 2006