

## ANDREAS BIRNIK

Swedish citizen, Singapore Permanent Resident

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### SUMMARY OF QUALIFICATIONS

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- **Industry experience:** 14 years of telecommunications and digital media experience from developed and emerging markets including new market entry, rapid growth and industry consolidation.
- **Country experience:** Proven ability to deliver in a wide variety of environments from having lived in 11 countries across Asia, Europe and the Middle East; travelled to over 60 countries.
- **Functional experience:** Very strong functional skills in strategy and business development with supporting experience in strategic marketing, program management and business planning.
- **Leadership:** Led teams during challenging periods including new company launches, license bids, mergers & acquisitions, turnarounds and closure of operations.
- **Coaching and mentoring:** Demonstrated strong interest in developing people during both industry roles and teaching of MBA students and senior executives at the National University of Singapore.
- **Thought leadership:** Published eight articles in academic and practitioner journals on topics relating to strategy, marketing and business ethics; frequent speaker at telecoms and academic conferences with more than 20 appearances to date.
- **Education:** Master's Degree in Economics and Business Administration from the Stockholm School of Economics, Doctoral Degree in Strategic Management from Cranfield School of Management and studying for a Master's Degree in Sustainability at Harvard University.

### EDUCATION

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| 2010-2012 | <b>HARVARD UNIVERSITY</b><br><b>Candidate for Master of Liberal Arts (ALM) in Sustainability and Environmental Management</b> <ul style="list-style-type: none"><li>• Member of the Environmental Club.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>USA</b>    |
| 2004-2008 | <b>CRANFIELD SCHOOL OF MANAGEMENT</b><br><b>Doctor of Philosophy (PhD) in Strategic Management</b> <ul style="list-style-type: none"><li>• Research area: strategy and organization of multinational companies.</li><li>• Doctoral dissertation: '<i>Cross-Border Integration in the Multinational Corporation: The Subsidiary Management Perspective</i>'.</li><li>• Visiting scholar at the National University of Singapore during two semesters.</li></ul>                                                                                                                                                                                                                                                           | <b>UK</b>     |
| 1993-1997 | <b>STOCKHOLM SCHOOL OF ECONOMICS</b><br><b>Master of Science (MSc) in Economics and Business Administration</b> <ul style="list-style-type: none"><li>• Combined undergraduate and graduate degree with specialization in International Business, Managerial Economics &amp; Control, Economics &amp; Business of East Asia.</li><li>• Conducted field research in Japan for Master's dissertation titled: '<i>Foreign Direct Investment &amp; Strategic Management of Multinational Companies in Japan</i>'.</li><li>• Participated in MBA exchange program at Keio Business School in Japan during one semester.</li><li>• Four semesters of full-time Japanese studies in parallel at Stockholm University.</li></ul> | <b>Sweden</b> |

### ACADEMIC WORK EXPERIENCE

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| Aug 07- | <b>NATIONAL UNIVERSITY OF SINGAPORE (NUS), BUSINESS SCHOOL</b><br><b>Adjunct Assistant Professor, Department of Strategy &amp; Policy</b> <ul style="list-style-type: none"><li>• Responsible for teaching core module 'Asia Pacific Business' on MBA program. 2007 course evaluation: 4.3/5.0; 2008 course evaluation: 4.3/5.0.</li><li>• Developing Sustainability Strategy module for 2011 MBA program.</li><li>• Teaching international strategy on Strategic Management Program.</li><li>• Awarded outstanding teaching recognition by business school.</li><li>• Part of faculty team interviewing applicants for NUS' MBA program.</li><li>• Full-time Visiting Fellow during academic year 2007-2008.</li></ul> | <b>Singapore</b> |
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## JOURNAL PUBLICATIONS

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- Birnik, A. & Cormack, R. 2010. Managing market entry in Oman: The case of Nawras. *Thunderbird International Business Review*. 52(5): 403-418.
- Birnik, A., Birnik, A-K & Sheth, J. 2010. The branding challenges of Asian manufacturing firms. *Business Horizons*. 53(5): 523-532.
- Billsberry, J. & Birnik, A. 2010. Management as a contextual practice: The need to blend science, skills and practical wisdom. *Organization Management Journal*. 7(2): 171-178.
- Birnik, A. & Moat, R. 2010. Segmenting when it matters. *Business Strategy Review*. 21(1): 46-49.
- Birnik, A. & Moat, R. 2009. Mapping multinational operations. *Business Strategy Review*. 20(1): 30-33.
- Birnik, A. & Billsberry. 2008. Re-orienting the business school agenda: The case for relevance, rigor and righteousness. *Journal of Business Ethics*, 82(4): 985-999 (ISI 2008 Impact Factor: 1.023).
- Birnik, A. & Moat, R. 2008. Developing actionable strategy. *Business Strategy Review*. 19(1): 28-33.
- Birnik, A. & Bowman, C. 2007. Marketing mix standardization in multinational corporations: A review of the evidence. *International Journal of Management Reviews*, 9(4): 303-324 (ISI 2008 Impact Factor: 1.714).

## ARTICLES IN POPULAR PRESS

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- Birnik, A. 2010. Branding challenges for firms in Asia. *Business Times*. August 13.
- Birnik, A. 2010. Reap the benefits of sensible segmentation. *Business Times*. July 20.
- Birnik, A. & Moat, R. 2008. Case study: Turning strategy into action. *The Times*. May 1. (based on Developing actionable strategy in Business Strategy Review).

## ACADEMIC SERVICE, MEMBERSHIPS & OTHER

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- Reviewer: Academy of Management Learning and Education, Asia Pacific Journal of Management, Asian Case Research Journal, British Journal of Management, Canadian Journal of Administrative Sciences, Information Systems Journal, Journal of International Business Studies, Journal of Management Studies, International Journal of Management Reviews.
- Reviewer, Academy of International Business (2006, 2007) and Academy of Management (2007, 2008).
- Recipient of Best Reviewer Awards: AIB (2007) and AOM's International Management Division (2007).
- Participant in doctoral consortiums: BAM 2006, AIB 2007 and AOM 2007 (International Management Division).
- Fellow of the Evian Group ([www.eviangroup.org](http://www.eviangroup.org)): IMD Business School (Switzerland).
- Member, Academy of Management (USA) ([www.aomonline.org](http://www.aomonline.org)).
- Member, Academy of International Business (USA) ([aib.msu.edu](http://aib.msu.edu)).

## REFEREED CONFERENCE PAPERS

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- Birnik, A. Nielsen, N. & Suder, G. 2010. Managing under extreme circumstances in Afghanistan. *European Academy of Management Conference* (EURAM) in Rome.
- Birnik, A. 2008. Bridging the relevance gap in management research. *Academy of Management* (AOM) Conference (AOM) in Anaheim.
- Birnik, A. & Billsberry, J. 2008. Management as a contextual practice: The need to blend science, skills and practical wisdom. *Academy of Management* Conference (AOM) in Anaheim.
- Birnik, A., Bowman, C. & Ambrosini, V. 2007. Local-global tensions in multinational subsidiaries: Cases from mobile communications. *Academy of Management* (AOM) Conference in Philadelphia.
- Birnik, A. 2007. Integrating the multinational: Lessons from subsidiary managers. *Academy of Management* (AOM) Conference in Philadelphia.
- Birnik, A. & Billsberry, J. 2007. Righteous management: A contribution to the debate on the crisis in management education. *Academy of Management* (AOM) Conference in Philadelphia.
- Birnik, A. & Bowman, C. 2007. The micro-politics of cross-border integration: Five case studies of multinational subsidiaries. *Academy of International Business* (AIB) Conference in Indianapolis.
- Birnik, A. & Bowman, C. 2007. Beyond induction and deduction: The case for retroductive research in international business. *Academy of International Business* (AIB) Conference in Indianapolis.
- Birnik, A. & Bowman, C. 2006. Marketing mix standardization in multinational corporations: A review of the evidence. *Academy of Management* (AOM) Conference in Atlanta.
- Birnik, A., Bowman, C. & Ambrosini, V. 2006. Challenges to cross-border integration: An exploratory study of MNC subsidiary management. *Academy of Management* (AOM) Conference in Atlanta.
- Birnik, A. & Bowman, C. 2006. Un-bundling strategic integration in the multinational corporation. *Academy of International Business* (AIB) Conference in Beijing.
- Birnik, A., Bowman, C. & Ambrosini, V. 2006. Causes and consequences of practical drift in the multinational subsidiary. *Academy of International Business* (AIB) Conference in Beijing.
- Birnik, A. & Bowman, C. 2006. Towards a micro model of the multinational corporation. *British Academy of Management* (AIB) Conference in Belfast.

- Birnik, A., Bowman, C. & Ambrosini, V. 2006. The causes, consequences and mediating effect of practical drift in the multinational subsidiary. **British Academy of Management (AIB)** Conference in Belfast.

## INDUSTRY EXPERIENCE

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|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|
| Jan 10-       | <b>ERICSSON TELECOMMUNICATIONS PTE LTD</b><br><b>Director of Smart City Solutions, Industry Verticals Practice, South East Asia &amp; Oceania</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Singapore</b> |
|               | <ul style="list-style-type: none"> <li>• Leading customer engagements in vertical sectors with a focus on transportation and utilities with additional work in government and healthcare sectors.</li> <li>• Region covered includes ASEAN, Bangladesh, Sri Lanka, Australia/New Zealand and Pacific Islands.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |                  |
| Mar 06-Dec 09 | <b>BIRNIK &amp; PARTNERS LLP.</b><br><b>Owner</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Singapore</b> |
|               | <ul style="list-style-type: none"> <li>• Established strategy consulting practice in Singapore serving multinational clients in the telecoms and IT industries. Clients include Asian conglomerates, Asian investors, European and Middle East operators, vendors and start-ups.</li> <li>• Assignments include: preparing market entry strategies, market segmentation and offer development, regional operating model development, strategic repositioning, annual strategy reviews, mergers &amp; acquisitions, license bids, developing a quadruple play strategy, setting up a regional office and recruiting a local management team, preparing government lobbying material, WiMAX wireless broadband opportunity assessment and business plan development and MVNO launch preparations.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                            |                  |
| Jan 05-Nov 05 | <b>NAWRAS (owned by Qatar Telecom)</b><br><b>Head of Strategy &amp; Alliances</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>Oman</b>      |
|               | <ul style="list-style-type: none"> <li>• Worked for Qatar Telecom in Oman during a one year sabbatical break from Orange (see below).</li> <li>• Responsible for market entry strategy and 2006-2008 operational strategy for start-up operator.</li> <li>• Market entry strategy resulted in Nawras capturing a 15% market share during first six months and a 45% market share by end of 2008.</li> <li>• Trained local Omanis by managing the set-up of KPI reporting, strategic planning, investment decision process and operational planning across the business.</li> <li>• Managed negotiations and implementation of national roaming on the incumbent operator's network.</li> <li>• Developed war gaming scenarios to mitigate the effects of competitor's response to Nawras entry.</li> <li>• Led cross-functional team to develop offer and promotional concepts for the business market.</li> <li>• Created company tagline 'Best Service, Best Quality, Best Value' used on all marketing material.</li> <li>• Responsible for cross-functional taskforce to evaluate investments in 3G and WiMax.</li> <li>• Presented for Nawras at Osney Media's Broadband Wireless Access Forum in Vienna, Austria.</li> </ul>                                    |                  |
| Mar 01-Feb 06 | <b>ORANGE INTERNATIONAL (owned by France Telecom)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                  |
|               | <ul style="list-style-type: none"> <li>• Hired as expatriate resource by Orange International in London and seconded to Sweden, Denmark and Romania for the assignments listed below in addition to supporting Group projects.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |
| Dec 05-Feb 06 | <b>Strategy Advisor to CEO, Orange Romania</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>Romania</b>   |
|               | <ul style="list-style-type: none"> <li>• Responsible for developing the strategy for one of Europe's largest and most profitable mobile operators with over 8 million customers and an EBITDA margin above 50% (in 2005-2006).</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |                  |
| Mar 04-Dec 04 | <b>Segment Director, Orange Denmark</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <b>Denmark</b>   |
|               | <ul style="list-style-type: none"> <li>• Marketing position with general management responsibility for key segments representing half of the value of the Danish consumer market (Euro 80 million turnover for Orange).</li> <li>• Developed segmented commercial strategy covering brand, marketing, sales, P&amp;S and loyalty.</li> <li>• Developed local Danish value propositions and represented Denmark in Orange Group development activities for pan-European value propositions.</li> <li>• Responsible for winning buy-in and securing the end-to-end customer experience for customer segments in a matrix organization with over 400 staff.</li> <li>• Established new commercial operating model to resolve inherent conflicts in a matrix set-up by negotiating new budget and sign-off processes between line and segment owners in the matrix.</li> <li>• Developed business requirements and selected suppliers to implement needs-based segmentation, segmented customer base tagging (database scoring) and shadow P&amp;L statements by segment.</li> <li>• Managed post-merger integration team responsible for market positioning and selection of target segments for the combined business following the takeover by TeliaSonera.</li> </ul> |                  |

- Oct 02-Feb 04 Head of Strategy & Intelligence, Orange Denmark Denmark**
- Managed 4 functions: strategy, market intelligence, business intelligence and geomarketing.
  - Programme managed restructuring and turnaround strategy of Danish business resulting in new strategy, organization and downsizing from 1106 to 720 full-time equivalent employees.
  - Turnaround strategy ultimately resulted in sale of business to TeliaSonera for Euro 600 million and thus over Euro 1 billion value creation compared with an enterprise valuation of Euro -440 million by BNP Paribas in November 2002.
- Mar 01-Sep 02 Strategy Manager, Orange Sweden Sweden**
- Developed the Swedish Strategic Plan (2002-2005) for submission to Orange headquarters.
  - Provided integration and operating model support to top management during merger with Orange Denmark (former France Telecom operation).
  - Assisted CEO and VP Human resources during exit evaluation and later closure of operations resulting in a substantial redundancy program.
- Aug 99-Feb 01 FORTUNECITY.COM INC. UK**
- General Manager & Director - WAPDrive & Gelon**
- Managed the product development and business development activities for a web & WAP site with WAP publishing tools, utilities and content from launch to achieving over 100,000 registered users.
  - Successfully negotiated revenue generating business development deals with major mobile operators (including KPN Mobile, Vodafone, Telefónica, BT Genie, Cable & Wireless Optus and E-Plus) and corporations (including Scandinavia Online, Audi, and Volkswagen).
  - Presented WAPDrive at the European ADTech Conference in Amsterdam, Morgan Stanley's WAP Rap and the Marcus Evans 'Mobile Entertainment Conference' in London.
  - Initially joined as Manager of Special Projects and completed on-site due diligence and transaction execution during the acquisition of three internet companies in Australia, France and Holland.
- Dec 98-Jul 99 BRITISH TELECOMMUNICATIONS PLC UK**
- Project Finance Manager, Group Strategy & Development**
- Responsible for valuation of Canada's largest mobile operator Rogers Cantel and performed on-site due diligence as part of the joint minority stake acquisition by BT & AT&T (deal: GBP 600 million).
  - Prepared valuation analysis for the Board of BT for the acquisition of Securicor's 40% equity stake in Cellnet (deal: GBP 3.15 billion).
  - Developed business plan and valuation model for BT's Hungarian license bid.
  - Researched and valued two South-East Asian cellular operators considered acquisition targets.
- Jul 97-Nov 98 MILLICOM INTERNATIONAL CELLULAR S.A. (MIC) UK & Luxembourg**
- Regional Controller – Eastern Europe, Middle East & Africa**
- Initially joined as Assistant Financial Controller in Luxembourg but was promoted to the Regional Controller position in London after only five months.
  - Responsible for monthly performance reports, consolidation and analysis for 19 cellular companies in Russia, Lithuania, Estonia, Moldova, Senegal, Ghana & Tanzania with US\$ 200 million turnover.
  - Initiated an extensive benchmarking program with MIC operations and external cellular operators.
  - Performed strategic analysis and financial modelling for new license bids.
  - Developed new 10-year business planning and valuation model implemented as new Group standard.
  - Represented Millicom during the sale of its Baltic assets to Netcom and Tele Danmark.
  - Prepared business plans for 12 European countries for Tele2 Europe's planned IPO.
- SHELL INTERNATIONAL**
- Identified as top talent by Shell during studies and selected for two overseas internships.
- Summer 96 Intern, Management Account & Planning, Corporate Planning Section, Shell Japan Japan**
- Developed long-term socio-economic scenarios (1996-2020) and analyzed the implications for the petrochemical industry and for Shell's business interests in Japan.
  - Organized and facilitated a three day scenario and strategy workshop for Shell's top management during their visit to Japan.
- Summer 95 Intern, LPG Marketing (Gogas), Shell Company of Australia Australia**
- Analyzed the effects of a major shift in the supply-demand balance of LPG in New South Wales and outlined a number of possible strategies for Shell based on shipping and storage options.
  - Constructed decision support models to determine Shell's equity ownership in two joint ventures.
  - Evaluated a possible strategic alliance with a major local competitor in the Queensland market.

## ADDITIONAL

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- Languages** Swedish (native), English (fluent), Danish & Norwegian (working knowledge), French (moderate), Japanese (moderate), Spanish (basic).
- Professional** Member of the Gerson Lehrman Group ([www.glggroup.com](http://www.glggroup.com));  
Member of the Society of Industry Leaders ([www.societyofindustryleaders.com](http://www.societyofindustryleaders.com)).
- Interests** Gastronomy and wine, writing business articles, exploring Japanese hot spring ryokans and spending time at our holiday homes in the south of France and on an island in the Swedish west coast archipelago.