

## Ramzi Fayed

FAIM, FAICD (Foundation Fellow)

MSc and PhD (Management Science - Manchester U, UK)

BSc (Physics- Manchester U, UK)



Dr Fayed has served as a CEO within the UK motor industry and on the boards of several international and local corporations as a board member and chairman in salaried and honorary appointments.

Dr Fayed has held academic leadership roles within several universities, including head of the School of Marketing and member of the of the MBA management committee at the University of NSW, Honorary and Adjunct Professor within Charles Sturt University's Faculty of Business for approximately 20 years and from 2015 Adjunct Professor and Director Doctor of Business Leadership at Torrens University Australia, he is also the Executive Dean of the Australian Graduate School of Leadership.

Dr Fayed has led over 90 significant projects undertaken in collaboration with government departments, professional associations and multinational corporations. He has been a keynote speaker at over 100 national and international conferences, has a list of publications to his credit and has designed and facilitated leadership development programs in collaboration with government departments, business schools and professional institutes in Australia, Hong Kong, New Zealand, UK, USA, Singapore, Thailand and Switzerland.

Ramzi Fayed has a solid record of innovative contributions to businesses, governments, not for profits and universities. Some of these contributions include:

1. Leading the team that developed the first UK motor vehicle manufacturers' collaborative computerised motor vehicle spare part inventory control initiative. According to a British Government white paper, this industry initiative reduced component supply costs in the UK by approximately 15 million pounds (in late 1960s money).
2. As an academic at the University of New South Wales, he pioneered the introduction of the process of group field work by teams of final year commerce students to ensure the capacity to apply what had been learnt to actual business challenges for study. Prior to this field work, he designed and secured approval

for a subject on Business Innovation to be included in the Bachelor of Commerce Degree.

3. He authored a series of lectures on the Marketing of Professional Services in the early 1970s, initially transmitted by the University of NSW Extension Service and subsequently published and offered by the Australian Institute of Management (approximately 20,000 copies sold)
4. Retained by a number of professional bodies to provide innovative way forward advice including: The Royal Australian Institute of Architects, the Australian Institute of Consulting Engineers, the Australian Institute of Management and the Law Society of NSW.
5. In the early 1990s, led the team that pioneered online delivery of postgraduate degrees in Australia. This involved four Masters Degrees in Business and one Doctorate Degree and was supported by the major banks and pharmaceutical companies. The initiative involved the first digitised text book contracts in the world and development of the ability to deliver an MBA across corporate intranets.
6. Out of the workshops he designed for the Australian Company Directors Association, the Strategic Arena Analysis™ process emerged and has been progressively developed to assist leadership teams to deal with complex dynamic contexts.

Dr Fayed is currently also the Chairman of the International Marketing Institute of Australia and The IMIA Centre for Strategic Business Studies.

## Career Summary

- Director Doctor of Business Leadership Program at Torrens University Australia (2015 -present)
- Adjunct Professor Torrens University Australia (2015 -present)
- Executive Dean Australian Graduate School of Leadership (2007-present)
- Chairman the IMIA Centre for Strategic Business Studies and the International Marketing Institute of Australia (1991-present)
- Honorary Professor and Adjunct Professor, Charles Sturt University (1991 - 2014)
- Advisor - National Australia Bank (1997- 2009)
- Advisor - Vic Police (1997-2001)
- Advisor - News Ltd (1991-1999)
- Member of the Board of Studies - Australian Graduate School of Police Management (1993-1996)
- Advisor - NCR Australia (1993-1997)
- Advisor - Keycorp Ltd (1993-1997)
- Advisor - Tasmanian Hydro Electric Commission (1993 - 1995)
- Guest Faculty Member, University of Sydney, MBA program. (1992)
- Project Director - Austrade/DPI&E - EMS Programme (1990-1991)
- Advisor - Australian Consolidated Press (1989-1992)
- Guest Faculty Member, Deakin University School of Management (1986-1989)
- Advisor - Association of Consulting Engineers Australia (1985-1992)
- Advisor - Telecom Australia (1982-1998)
- Guest Faculty Member, Australian Institute of Police Management (1981-2003)
- Advisor/session leader various marketing and major relationship projects - Westpac (1979-1996)
- Faculty Member, International Marketing Institute of Australia (1972-1991)
- Guest Faculty Member, Australian Institute of Management's Advanced Management and other management programs (1970-1991)
- Visiting Lecturer, UNSW Institute of Administration (1969-1991)
- Advisor - Law Society of New South Wales (1989-1990)
- Director of Faculty, International Marketing Institute of Australia (1984-1989)
- Academic Advisor, Mitchell College of Advanced Education (1985-1987)
- Advisor - Clayton Utz (1984-1987)
- Non-Executive Director, Hoechst Roussel Pharmaceuticals (1979-1982)
- Advisor - Royal Australian Institute of Architects (1978-1979)
- Advisor - Lend Lease Group (1973-1978)
- Advisor - NSW Department of Agriculture (1972-1978)
- Academic Advisor, Australian Institute of Management NSW (1973-1977)
- Advisor - Air New Zealand (1971-1976)

- Co-ordinator Regional Advanced Marketing programs, Unilever (1971-1977)
- Acting Head, School of Marketing, University of NSW (1971-1972)
- Member of the Management Committee of the Graduate School of Business, Faculty of Commerce, University of NSW (1971-1972) (Predecessor of the AGSM)
- Marketing Consultant, ANZ Banking Group (1970-1976)
- Full Tenured appointment, University of NSW (1969-1973)
- CEO - UK vehicle manufacturers' collaborative computerised spare parts inventory management operation (1966-1968)
- Head of Research & Statistical Office, U.K. Motor Agents Association (20,000 plus vehicle dealers Workshops, Spare parts warehouses and petrol agent members.) (1963-1966)

### **Honorary Positions and Awards**

- Chairman, Advisory Board, Save Sight Institute, Medical Faculty, University of Sydney (2010- 2012)
- Member Save Sight Institute Board, Medical Faculty, University of Sydney (2003-2009)
- Honorary Member of National Board of the Australian National Travel Association, (currently Australian Travel Industry Association) (1974-1993)
- Honorary Consultant, Royal Agricultural Society of NSW (1972-1994)
- Course Advisory Panel member, Business School, Mitchell College of Advanced Education (1985-1987)
- Ministerial nominee, NSW Dairy Promotion Council (1979-1982)
- Member of NSW Department of Agriculture Marketing Co-ordinating Committee (1972-1981)
- Member of Editorial Board of "Australian Journal of Marketing Research" (1972-1976)
- Judge for the Australian Association of National Advertisers Awards (1972,1973,1974)
- Judge for Hoover Marketing Award (1972)
- General Organiser, Afro-Asian Conference on Higher Education, London (1965)
- President of University of Manchester, Institute of Science and Technology Students Union (1962-1963)
- Contributed to various UK television and radio talks and panels (1961-1965)
- Awarded the "Louis Edwards Industrial Scholarship" which paid full fees, study material and living expenses, to pursue a Master's Degree in Management Science at the University of Manchester (1960-1961)
- Awarded Manchester University Institute of Science & Technology Debating Cup "Best Debater of the Year" (1958-1959)

- Chairman of the Physics Society of the University of Manchester Institute of Science & Technology (1958-1959)

### **Postgraduate Course - Design and Teaching**

At Charles Sturt University (1991 - 2014)

- Guest Lecturer at staff Doctoral Workshops
- Guest Lecturer Marketing Strategy and Plans (MBus. unit)
- Guest Lecturer Corporate Strategic Planning (MBus. unit)
- Doctor of Business Leadership
- Master of Business Leadership
- Master of Strategic Marketing
- Master of Business Administration
- Principle and Associate Supervisor PhD and DBA candidates
- MKT540: Marketing Strategy [On-line Version]
- DBA701: Research Methodology for Business (Teaching only)
- DBA703: Business Background Studies 2 (Teaching only)
- DBA704: Advanced Business Specialisation Study (Teaching only)
- Visiting Lecturer at the Harvard Business School European Centre for ITT Management Programme in 1980.

At the Graduate Business School, University of Sydney - Guest Lecturer (1992)

- Marketing Concepts and Applications (MBA unit)
- Strategic Marketing (MBA unit)

At Deakin University - Guest lecturer (1986-1989)

- 3rd and 4th year MBA programs

At the University of NSW - Lecturer in charge (1969-1973)

- Led the team that re-designed the BComm and MComm (Marketing)
- Designed the International Business Management subject for UNSW's MBA
- Marketing Management (B Comm unit)
- Contemporary Issues in Management (M Comm unit)
- Marketing Theory (M Comm unit)
- Business Policy (MBA unit)
- International Business (MBA unit)

- Marketing Management (MBA unit)
- International Marketing (B Comm unit)

## Publications

- Fayed R., Stakeholder leadership Practice, AGSL Working Paper 8, (2018)
- Fayed R., Generic Approaches to Leadership, AGSL working paper 7 (2017)
- Fayed R., Design your Personalised Contingent Leadership Approach, AGSL Working paper 6, (2017)
- Fayed R., Leadership Development Approaches, AGSL working paper 5, (2017)
- Fayed R., The Evolution of Leadership Thinking – A Personal Perspective, AGSL Working Paper 4, (2017)
- Jarratt, D. & Fayed, R. "Services Segmentation and Emergent Customer Behavior: A Case Study". *Services Marketing Journal*, January 2012
- Fayed, R., Duns, S. & Pearce, G. "Facilitating Competitive Adaptation" chapter in a book based on a presentation at the 1st International Workshop on Complexity and Real-World Applications "Emergence, Complexity and Organization" 2011
- Fayed, R. "Collaborative Leadership" section in Harvey, J. "Transition. The IBM Story", Switzer Media & Publishing, Woollahra, 2008.
- Fayed, R. and Pearce, G. "The Future of Work - four-year study sponsored by Working NSW", IMIA Graduate School of Leadership, Sydney, 2008.
- Fayed, R. "Strategic business acumen" 235-page text, developed to support 12 week leadership course 3 Editions, Melbourne; 2007, 2008 and 2009. published by National Australia Bank - Business Banking
- Fayed, R. and Porritt, D. "Executive coaching at a distance: an increasingly important performance intervention" Working paper. 2004,
- Jarratt, D. and Fayed, R. "The impact of market and organisational challenges on marketing strategy decision-making: a qualitative investigation of the business-to-business sector" *Journal of Business Research*. 2001, Volume 51 p61-72
- Fayed, R., "Value Pricing" *Association of Consulting Engineers Australia Journal*. Published with a supporting video tape. September 1990.
- Fayed, R., "Strategies for Managing Communication and Information Technology in the 1990s". Paper published in "HUB" magazine, "Quasar" (Telecom in-house magazine) and by Australian Institute of Management (NSW). 1989
- Fayed, R., "When Strategic Planning comes to the Crunch". *Australian Institute of Management, Journal*. Based on research amongst 15 major Australian organisations and sponsored by Telecom Australia. April 1986
- Fayed, R., "Issues and Options in Architecture" reproduced in special issue of *The Royal Australian Institute of Architects News*. July 1978

- Fayed, R., "A New Look at Marketing", Contemporary Australian Management. July 1975
- Fayed, R., "Retailing 1999 AD" (TV lecture with supporting notes) University of NSW Postgraduate Extension Division. 1974
- Fayed, R., "Small Group Effectiveness" TV lecture with supporting notes University of NSW Postgraduate Extension Division. 1974
- Fayed, R., "What is Marketing - A Multi-Functional Total Systems Approach" Australian Journal of Marketing Research Vol. 6 No. 1. February 1973
- Fayed, R., Editor, "De Havilland Marine Case Study", Australian Institute of Management. April 1972
- Fayed, R., Editor, "Strategic Analysis of the Animal Health Care Industry in Australia" Merck Sharp & Dohme Australia (Editor). February 1972. This study was used by the Agricultural Policies Division of OECD as an input to their "Study of Trends in Supply and Demand of the Major Agricultural Products". 1974
- Fayed, R., "Marketing Professional Services". Ten 45 minute radio lectures with supporting notes, diagrams etc. University of NSW Postgraduate Extension Division. 1980. Converted into a cassette series published by Australian Institute of Management.
- Fayed, R., Editor, "Travel Agents Marketing Evaluation" Published by UNSW Unisearch Ltd. (Editor) October 1971. Listed in Bibliography of Tourism Research in Australia. Department of Industry and Commerce. Australian Government Publishing Service, Canberra. 1978
- Fayed, R., "Marketing I" TV lecture with supporting notes. University of NSW Postgraduate Extension Division. 1971
- Fayed, R., "Marketing II" TV lecture with supporting notes. University of NSW Postgraduate Extension Division. 1971
- Fayed R., "Marketing Essentials" - ten 45 minute radio lectures with supporting notes, diagrams, etc. University of NSW Postgraduate Extension Division 1974. Converted into a series published by the Australian Institute of Management NSW Division.
- Fayed, R., "Problem Solving Process". Five 45 minute radio lectures with supporting notes, diagrams etc. University of NSW Postgraduate Extension Division, 1977.
- Fayed, R., "The Prospects and Structure of the Market for Motor Car Spare Parts in Great Britain in the 1970s". Economist Intelligence Unit U.K. Motor Business. April 1969
- Fayed, R., "Entry into Business - A Problem for the Marketing Graduate". Enterprise 69 (Fayed, R., Co-author), University of NSW, 1969
- Fayed, R., "Structure of the Australian Car Industry". Economist Intelligence Unit, U.K. Motor Business. July 1967

- Fayed, R., "Stock Control and Computerisation". Economist Intelligence Unit, U.K. Motor Business. October 1966
- Fayed, R., "Some Managerial Implications of the Abolition of Resale Price Maintenance in the Motor Industry". British Motor Agents Association Journal. May 1963

### **Selected Conference Proceedings and Addresses**

Over one hundred keynote addresses have been delivered at national and international conferences.

- Fayed, R., Duns, S. & Pearce, G. "Facilitating Competitive Adaptation" at the 1st International Workshop on Complexity and Real World Applications and for publication in "Emergence, Complexity and Organization" London UK 2010
- Occasional Address at Charles Sturt University Graduation Ceremony in 1990 and in 2005.
- Jarratt, D. and Fayed, R. Emergent Consumer Behaviour and Market Segmentation British Academy of Management Conference, Warwick September 2007
- Fayed, R. "Repositioning the Marketing Discipline" 3rd International Conference on Contemporary Business, 21-22 September 2006, Leura, NSW, Australia.
- "Practice Development with a Focus on Key Clients", CPAAI Asia-Pacific Region, June 2000
- "Innovation in Financial Services and Products" Paper presented at an International Conference on "Housing Finance" Sydney February 1991.
- "Evolution of Strategic Planning Systems", keynote address to conference of Australian Association of National Advertisers, 1989
- "Relationship of Price and Demand", Paper presented at National Export Marketing Seminar September 1978. Reproduced as a special supplement to the New Zealand Export Journal. October 1978
- "Educational Policy in an Age of Discontinuity". Paper delivered to World Education Conference Auckland. 1975
- "Bridging the gap between Theoretical and Real World Marketing". Department of Agriculture NSW - Proceedings, 50th State Conference, Agriculture Bureau of NSW. July 1974
- "Misconceptions about Apex", The Apexian Vol. 1 No. 146. June 1973 (Reports and recommendations of a review of Apex in Australia, presented at annual convention).
- "Creative Marketing in the Catering and Accommodation Industry", Hospitality Management, June 1973 (Proceedings of National Hospitality Conference, 1973)
- "Marketing the Fiji Tourist Product", Proceedings, 12th Annual Fiji Tourist Convention. April 1973



- "Marketing Opportunities for the Electrical Industry" Proceedings, Third South Pacific Electrical. Convention June, 1972 (reprinted Circuit Vol 23 No. 4). May 1972

### Conferences Chaired

- Marketing segment of The Australian Bicentennial Wool Conference, Sydney (1988)
- 21st Marketing Conference of Australia, Canberra (1974)
- Australian National Travel Association Conference, two Sydney Conferences (1973 & 1975)
- Australian Federation of Travel Agents, National Convention, Perth/Adelaide/Singapore Conferences (1971/72/73)

### Projects and Studies Undertaken

- Fayed, R., McLean, M., Pearce, G., and Fisher, P. "Opportunities for the NSW Manufacturing Sector 2009 and Beyond" for the Manufacturing Council of NSW.
- Contribution to several ARC-funded projects at CSU - including an ARC Linkage Project in collaboration with NCR and the Australian Defence Force Academy (1997 - present)
- Reviewing leadership coaching strategy at the National Australia Bank (2000 - present)
- Investigation of linkages between organisation interventions and ROI within the National Australia Bank (2001 - present)
- Development of on-line e-learning modules for ISO9000:2000 family of standards for Standards Australia (2000-2001)
- A review of strategic skills development requirements for ANZ Banking Group executives (1999)
- Review of Keycorp business plan prior to purchase of Keycorp by Telstra (1999)
- Design and implementation of an enhanced corporate planning process for the TAB (1999-2000)
- Review of Telstra's cross-organisational major bidding process (1998)
- Audit of AMPNZ Customer Access Options (1998)
- Australian Business Limited Small Business Research project (1998)
- Undertake a pilot study into AMP Superannuation customer perceptions (1996 - 1997)
- Development of a strategic planning process for Orix Australia (1996 - 1997)

- Development of a model for assessing value-adding strategies for Sydney Water Greater Western Region (1995 - 1996)
- Development of a Customer Focus Program for AMP Society Senior Management (1994 - 1996)
- Ten year study of Strategic Planning in a group of major Australian organisations (On-going, due for completion in 1995)
- Development of A Yield Management System for News Ltd (Project Management) (1994 - on-going)
- Development of a marketing strategy for the CSIRO North Ryde Business Park (1994)
- Development of a model of Keycorp business processes and integration into the company's strategic planning processes (Project Management) (1994 - 1996)
- Development and introduction of a three hundred thousand record database providing an electronic version of the Advertising Industry AIM Data tracking advertising expenditure by product, by company, by type of media and by region with a user friendly front-end (project management) (1993-95)
- Development of a model for the operations of an ATM network as a basis for service delivery management for AT&T-GIS (Project Management) (1994)
- Developed and introduced a client planning process for the Digital's Reseller Team (1993)
- Performance/risk measurement indicators for The Pipeline Authority Canberra (1994)
- Export Marketing Strategy for Telecommunications Systems for Praxa (1994)
- Participation and review of marketing structure of Tasmanian Hydro Electric Commission (1993)
- Application of process analysis in developing a 50 year forecast for retail electrical energy demand in Tasmania (1993)
- A study of advertiser decision making sponsored by News Limited (1993)
- A qualitative study of gambler types and gambling motivations for AWA Club Gaming Systems (1993)
- Development of an information support system for Major Industrial Accounts for Tasmanian Hydro Electric Commission (1993)
- Assistance in the development of strategic relationship management skills for News Limited (1992-93)
- Development of an information support system for major account managers in News Limited (1992-93)
- Assistance in the development of a strategic plan for the Pipeline Authority (1992-93)

- Strategic repositioning of Australian Consolidated Press magazines as an advertising medium in Australia (1989 - 1991)
- Thai Agribusiness projects involving technology transfer in Dairy, Beef Production and Horticulture industries to Thailand within DPI&E Export Marketing Skills Programme. Administered by Austrade through Agritec (1991 - 1992)
- Turkey Sheepmeat Supply Chain Project involving technology transfer to Middle East within DPI&E Export Marketing Skills Programme. Administered by Austrade through Agritec. (1991)
- Study of Strategic Planning Practices in Australia - follow-up study supported by the Australian Institute of Company Directors. (1985 - 1995)
- Project Team Leader - Central Sydney Park Plaza - Using scenario analysis to assist in creative re-think of the Central Sydney Park Plaza site development concept. Kumagai Gumi Australia (1990)
- Impact of Information Technology on the Management of Government. (Sponsored by Telecom 1990)
- Developing an Information Technology Strategy relating to conveyancing for the Law Society of NSW (1989-1990)
- VicRoads Plant Group, Commercialisation/Privatisation strategic direction recommendations (1989-1990)
- Study to determine perceptions of travel agency managements of Computerised Reservations Systems and the development of a procedure for assessing different automation options. Sponsored by Qantas Distribution Services (1989)
- Submission to the Inquiry into advertisements relating to betting and gambling on commercial TV and radio (1989)
- Assessment of strategic market planning issues for Eveready Batteries Australia and provision of support in the development of appropriate management plans (1989)
- Estimation of the "Partial Asset Value" of a new drug delivery compound (1989)
- Strategic Plan for Westpac Training Services (1988)
- Strategic Plan for Association of Consulting Engineers Australia (1987)
- Restructuring Austrade's export promotional support organisation (1987)
- Future scenarios for larger legal practices in Australia - Clayton Utz (1987)
- Development of the Foodstore Concept for QIW Retailers Limited (1987)
- Estimation of the Australian Market Demand for a New Female Contraceptive Sponge, for Australian Commercial Research and Development Ltd (1987)
- Estimation of the Total Market Demand for a New Anti-Arthritic Drug in the Australian Market and by Extrapolation in other O.E.C.D. Markets, for Australian Commercial Research and Development Ltd (1987)
- A Study of the decision making processes of major Public and Private sector organisations, involving approximately 100 organisations (1985-88)

- Study of the relationship between organisational culture and communication requirements. Study sponsored by Telecom Laboratories. (1986)
- Strategic Overview of the Swimming Pool and Spa Chemical Market (1985)
- Study of Strategic Planning Practices in Australia (1985) (Being repeated, with AICD support, in 1991)
- A review of Telecom's commercial support structure in NSW (1984)
- Estimation of the Present Value of the Sub-Licence for a Diagnostic Blood Serum Test to Detect Presence of Breast Cancer. A collaborative project with Unisearch Ltd and Price Waterhouse Associates (1984)
- Assessment of Market for A.M.D.'s Monoclonal antibody, for Henry Winter and Associates on behalf of Australian Monoclonal Development Pty Ltd. (1983)
- Local area marketing for O'Brien Glass (1983-1984)
- Marketing Structure Audit for P&O Cruises (1981)
- Development and launch of "Good-One" and "Moove" (1979-1982)
- Building Fletcher Challenge's non-timber exports (1979-1981)
- Review of distribution options for refrigeration/engineering division of Mauri Brothers & Thomson and zero-based budget system for grocery product division's national distribution (1979-1980)
- Long-range assessments of distribution policy and design/feasibility for a travel network for Combined Rural Traders (1979)
- A study of high performers amongst the AMP agent team (1978)
- Strategic evaluation of specific retailing methods within the rural sector (1978)
- Marketing strategies for expanding the architectural services market (1978-1979)
- A survey of travel agents costs, revenues and commissions undertaken for the Australian Federation of Travel Agents (1977)
- Developing an international marketing strategy for Kepner-Tregoe (1974)
- Strategic analysis of the animal health care industry in Australia (1974)
- Developing a destination marketing strategy for American Express's launch of the Europe Book (1973)
- Review of Mitre 10 hardware chain distribution policy (1972)
- A study of relevance of marketing to the non-business sector (1971)
- Travel Agents Marketing Evaluation (1971)
- Marketing the Air New Zealand Network (1971-1976)
- Sales and Marketing Training Strategy - for Containers Australia Pty Ltd (1972)
- CSR Refined Sugar Distribution Review (1971)
- Geigy Pharmaceutical Co. Forecasting System (1970)
- Development and introduction of the U.K. Motor Spare Parts National Inventory Management System (1966 - 1968)

- Impact of entry of the British Motor Trade into the European Common Market (1967)
- Impact of the selective Employment Tax on the British Motor Trade (1967) - A study of trends in the structure of the British motor trade (1966)