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He has worked as policy adviser to the CBI (Confederation of British Industry), responsible for industrial innovation and advanced technologies, where he developed and launched the annual CBI Innovation Trends Survey. He has worked on research and consultancy projects on technology and innovation management for consultants Arthur D Little, CAP Gemini and McKinsey, and technology-based firms such as ASML, BT, Marconi, National Power, NKT and Nortel Networks. He is the winner of the Price Waterhouse Urwick Medal for contributions to management teaching and research, and the Epton Prize from the R&D Society.