

## Christopher (Rusty) Tunnard

Christopher (Rusty) Tunnard is an independent management consultant, and he also holds teaching positions at the Fletcher School of Tufts University, HHL–The Leipzig Graduate School of Management., and the Hult International Business School. Until March 2001, he was a Director of the Arthur D. Little (ADL) International Travel, Tourism, and Hospitality consulting practice. At ADL, he was also a senior member of the Professional Development team, and he currently conceives and delivers comprehensive skills-training programs for professional service firms worldwide.

He is a recognized expert on innovation and technology-led change in the international communications, travel, and financial service industries, and he has successfully led board-level strategy assignments for some of the world's most respected companies and for many government ministries in Europe, Asia, Africa and the United States. He is a specialist in developing integrated management, marketing, and organization strategies which take advantage of emerging technologies.

Mr. Tunnard has spent more than thirty years in international business. He was a partner in ADL's offices in Cambridge, Brussels and London and had responsibilities for sales and major-case leadership. He also managed the development of adl.com, the company's award-winning website. Prior to joining ADL, he directed world-wide strategy and technology partnerships for the Travel Division of American Express TRS Co. He has also run his own consulting firm and has owned and operated a hotel barge company in southern France.

His recent consulting work has included board-level strategy assignments encompassing such topics as:

- Using Internet-based communications technologies to redefine the travel and airline industries
- Creating sales and distribution strategies, scenario planning, and operations management for airlines and leisure travel companies
- Knowledge management and the Internet
- Convergence and the emergence of new (multi)media companies
- Brand management for governments and NGOs
- Creating the "Travel Company of the Future"—people, processes, structures
- Using technology to re-skill traditional intermediaries in the retail industry
- eServices: business and leisure travel applications for mobile telephones
- The creation of public/private partnerships for destination development
- Free-time management and the future of the leisure industry

Mr. Tunnard speaks fluent French and Italian and has a working knowledge of German, Spanish, and Modern Greek. He is currently a Ph.D. candidate at the Fletcher School of Law and Diplomacy (MA 1985; MALD 2003) and holds an AB from Harvard (1971.)

## **Christopher (Rusty) Tunnard (continued)**

### **Employment History**

At Present	Independent management consultant, professor, and professional trainer
1990-2001	Principal, Arthur D. Little Inc. Cambridge, MA, Brussels, London
1988-1990	President, The Tunnard Group, Inc. New York
1985-1988	Director of Strategic Planning, American Express TRS Co. New York,
1970-1985	Various line and staff positions in travel companies in the US and Europe

### **Faculty Positions, Lectureships, and Fellowships**

- Professor of Management and Technology, Hult (formerly Arthur D. Little) International Business School (1998-present)
- Visiting Professor, Handelshochschule, Leipzig Graduate School of Management (2001-present)
- Lecturer in International Business, The Fletcher School, Tufts University (2004-present)
- Lecturer at Surrey University, University of Trier, Management Center Brussels
- Affiliated fellow, The Program for Networked Governance, The John F. Kennedy School of Government, Harvard University
- Researcher, The National Center for Digital Government at the University of Massachusetts

### **Board Memberships**

- Board of Visitors in International Business Relations at the Fletcher School of Law and Diplomacy, Medford, Massachusetts
- Development Committee, Fletcher School Board of Overseers
- International Advisory Board of the Business School of International University, Bruchsal, Germany
- Technology Committee, Park School Board of Directors, Brookline, Massachusetts
- Board of Overseers, Strawberry Banke Museum, Portsmouth, New Hampshire

### **Academic Publications**

"From State-Controlled Media to the Anarchy of the Internet: the Changing Influence of Communications and Information in Serbia in the 1990s." *Journal of Southeast European and Black Sea Studies* 3, no. 2 (2003).

*The Role of Technology in the Development of a Modern Serbian State*. Cambridge: Kokkalis Program, John F. Kennedy School of Government, Harvard University, 2003  
Available from <http://www.ksg.harvard.edu/kokkalis/>

*Empowered Communities: How New Communications Technologies and Applications Are Enabling Communities of Influence to Form and Develop*, MALD Thesis, The Fletcher School of Law and Diplomacy, 2002

## **Christopher (Rusty) Tunnard (continued)**

### **Selected consulting assignments sold and/or led (1990-present)**

- Led a team which developed new data services for a large European mobile telephone company
- Created a negotiating and partnership strategy for a consortium of European telephone companies to support the launch of a new range of products and services
- Chaired an advisory board of the government of Poland that created and implemented a product and infrastructure development plan for the tourism and transportation sectors
- Performed a review of the Atlas tourism and transportation holdings in Croatia in preparation for their eventual sale to a private investor
- Created an eBusiness scenario planning methodology for a global airline company
- Developed an electronic commerce and distribution strategy for one of the world's largest airlines.
- Created a company to develop tourism marketing, infrastructure and products, and to attract private sector investment in a central African country.
- Advised The Hong Kong Tourist Authority on its use of technology in marketing partnerships
- Created an international leisure travel strategy, including acquisitions and corporate restructuring, for a leading travel and financial services company.
- Led a marketing study to reshape the image of Cyprus as a holiday destination.
- Helped a European charter airline and tour operator develop marketing and information strategies.
- Created a European partnership strategy for two of the world's largest airline computer reservations systems.
- Helped create a viable structure for foreign exchange retention in the Dominican Republic.
- Led a review and reorganization of the Irish Tourist Board, followed by a detailed assessment of Ireland's destination marketing information systems.

## **Christopher (Rusty) Tunnard (continued)**

- Carried out a feasibility study for a world-class sports arena in Brussels
- Made an economic analysis of offshore investment opportunities and new-company creation for the government of Malta
- Conducted market research and created financial models for a cultural and entertainment complex in Belgium
- Conducted a privatization study, created a business plan, and profiled potential investors for a well-known entertainment attraction in the former East Germany
- Advised the U.S. subsidiary of one of the world's largest travel agencies on supplier negotiations and information requirements
- Designed, wrote and implemented an executive information system for airline negotiations for an international travel company
- Advised an international tour operator on the selection and functionality of a reservations and marketing system
- Led a multinational strategy and product development study for a consortium of some of the world's largest travel agencies
- Developed a new marketing methodology for the Historic Royal Palaces Authority (The Tower of London and Hampton Court Palace)
- Led a strategic review for the French-based subsidiary of an international vacation destination company
- Created a leisure travel strategy, focusing on customer and revenue management for a leading U.K. travel company.

### **Symposia (planned and led)**

- "Timeshare in Europe: An Emerging Profit Opportunity" (Speaker, Discussant)
- "Making Markets in Travel" (Chair, speaker, discussant)
- "Getting Smart through Learning" (Discussant)

### **White Papers (selected)**

- "Travel: The Next High-Tech Industry" (1992)
- "The Travel Company of the Future" (1996)
- "Destination Marketing in the Information Age" (1996)

## Christopher (Rusty) Tunnard (continued)

### Selected Client List (by industry/sector)

#### Airlines

British Airways  
Lufthansa  
KLM  
Martinair  
Cyprus Airways  
Continental  
LTU  
Airtours

#### Telecoms

KPN (former Dutch PTT)  
Orange (UK)  
Swiss PTT  
Telia (Sweden)

#### Land Transport/

##### Railways

DB (Germany)  
FS (Italy)  
NS & HSL (Netherlands)  
Eurostar  
SBB (Switzerland)  
SNCB (Belgium)  
SNCF (France)  
VSN (Netherlands Regional)  
Shearings (UK)

#### Investors/

##### Destinations

Disneyland Paris  
Center Parcs  
Schiphol Airport  
KS (Flanders)  
Sereland (Spain)  
Port Aventura (Spain)  
Magic Kingdom (Dubai)  
Odebrecht (Brazil)  
Betonimmo (Brussels)  
Hannover 2000  
Amerada Hess  
Atlas (Croatia)

#### Governments

Gabon  
Belgium  
Poland  
  
Ireland  
The Netherlands  
Hong Kong  
Germany  
Sardinia  
Malta  
Tunisia  
Dubai  
Dominican Republic  
Cyprus  
Singapore

#### NGOs

EU/PHARE  
Bord Failte Eirann (Irish Tourist Board)  
Treuhandanstalt  
UNCTAD  
EBRD  
Historic Royal Palaces (UK)

#### Media/Entertainment

Pearson  
KPN  
Disney

#### Financial Services

American Express  
VISA  
Barclay's  
Hawkpoint (NatWest)  
Thomas Cook  
Citibank

#### Information technology

Amadeus  
IBM  
Galileo  
SABRE  
Unisys  
Worldspan

#### Travel Companies

Rennie's (South Africa)  
Thomas Cook (Worldwide)  
Airtours/myTravel (UK and US)  
Carlson  
American Express  
Wagons-lits  
Chan Brothers (Singapore)  
Thomas Cook India  
RCI  
Hapag-Lloyd  
Holland International  
Hogg-Robinson

#### Hotels/Cruise Lines

Intercontinental  
Marriott  
Sheraton  
CIGA  
RCCI  
Cunard  
P&O

#### Non-Governmental Organizations (NGOs)

IATA  
ICAO  
SITA  
AEA (Association of European Airlines)  
IAA (International Airport Association)