

Matthew Lynall

CURRENT POSITION

Professor (Clinical) at the Krannert School of Management, Purdue University; Avrum and Joyce Gray Director for the Burton D Morgan Center for Entrepreneurship; Director, Purdue NSF I-Corps Site and Midwest NSF I-Corps Node. National Faculty, NSF I-Corps.

TEACHING INTERESTS AND EXPERIENCE

Expertise in technology commercialization, entrepreneurship, strategy, management consulting, managing change, and organizational behavior. Received Distinguished Teacher recognition for Entrepreneurship, Competitive Strategy, Organizational Change Management, Experiential Learning, and Lean LaunchPad Courses. Taught the following courses:

- Biomedship (Krannert School of Management and Weldon School of Biomedical Engineering – Graduate Elective)
- Technology Entrepreneurship and Lean Startups (Krannert School of Management, College Engineering, and Purdue Polytechnic – Graduate Elective)
- Consulting Methods (Krannert School of Management – MBA Elective in Spring 2011)
- Organizational Change Management (Krannert School of Management, Purdue University – MBA Elective)
- Competitive Strategy (Krannert School of Management – MBA Elective)
- Management Projects (Multiple Consulting Projects - Krannert's Experiential Learning Initiative)
- Competitive and Corporate Strategy (Krannert School of Management, Purdue University – Executive MBA Core)
- Management of New and Small Firms (Krannert School of Management, Purdue University – MBA Elective)
- Advanced Strategy (Krannert School of Management, Purdue University – MBA Elective)
- Management of New Enterprises (Krannert School of Management, Purdue University – Undergraduate Elective)
- International Management (Krannert School of Management, Purdue University – Undergraduate Elective)
- Independent Studies in global entrepreneurship, advanced case analysis, game theory and real options, technology commercialization, and research practicums.
- Managing High Growth Companies (Ivey Business School, UWO – Undergraduate Elective)
- Management Behavior (Ivey Business School, UWO – Undergraduate Core)

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- Marketing (University of Western Ontario – Certificate in Management)
- Change Management, Corporate Governance, Post-Merger Integration, Process Improvement and Business Strategy (Ernst & Young – Canadian, United States, and European Training Centres)

As a member of NSF's national faculty, I also instruct the national I-Corps program and various I-Corps programs at Purdue and in the Midwest, including:

- NSF National I-Corps
- Introduction to Customer Discovery
 - Open Technologies
 - Clinical and Translational Science
 - Repurposing Defense Technology
- Industry Connect programs for Medical Devices and Smart Cities
- Research Innovation Summits

RESEARCH INTERESTS

Past research projects include opportunism in venture capital financed companies and the influence of structure/design on organizational ambidexterity. My main interest and focus has been on the governance and executive management of SMEs during early stages of corporate development; the role and effectiveness of boards of directors and executive management in growth-related transitions; and the effects of temporal phenomena on firm development and performance. My PhD is in Organizational Behavior. I have reviewed for AMR and AMJ in corporate governance, innovation, and entrepreneurship. As a clinical professor, I have de-emphasized my research activity in favor of teaching, service, industry engagement, program funding and development, and student/faculty mentoring.

SELECTED PUBLICATIONS AND RESEARCH PAPERS

Lynall, M.D. (Dissertation – 2008). Cooperation and Opportunism in Venture Capital Financed Companies.

Milton, L.P., and Lynall, M.D. (2004). Examining Career Transitions: Personality, Identity & Network Antecedents. AOM Symposium (Winner of Best Symposium Award).

Lynall, M.D., Golden, B.R., Hillman, A.J. (2003). Board Composition from Adolescence to Maturity: A Multi-Theoretic View. *Academy of Management Review*. (Follow-on empirical paper in preparation)

Lynall, M.D., Golden, B.R., Hillman, A.J. (2002). Board Composition from Adolescence to Maturity: A Multi-theoretic View. Paper Presented at the *Academy of Management Meeting*, Denver, CO..

EMPLOYMENT HISTORY AND SELECTED ACCOMPLISHMENTS

Purdue University – West Lafayette, In, (2009-present)
University

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2000 – 2009 Faculty Member

Faculty Member in Strategic Management

University of Western Ontario – London, Ontario (2000-2009)
University

2000 – 2009 PhD Candidate

Studying in PhD Program, Strategy and Organizational Behavior.

Cymat, Inc. – Toronto, Ontario (2000-2006)
Startup with proprietary process to foam aluminum

2000 – 2005 Equity Partner and Board Member

Provided strategic guidance to the company founders and the private equity investors.

Ernst & Young Consulting Services Inc. - London, Ontario (1985-2000)
Management Consulting Division of Ernst & Young LLP

Provided strategy, corporate recovery and organizational restructuring advice and implementation support in North America and Europe to over 50 companies in automotive, air transportation, health care, education, financial and professional services, consumer and industrial product manufacturing in addition to government, not-for-profit and religious organizations. Sought out by clients and colleagues to assist in situations, which are unusually complex and require innovative and highly customized solutions

1991 - 2000 Partner and Senior Vice President

Leadership of practice area with responsibility for client satisfaction, profitability, staff development and knowledge management.

- *Established Sales and Marketing, Strategic Services, Human Resource Effectiveness and Post-Merger Integration practice units for Entrepreneurial Consulting.*
- *Selected from worldwide partnership to lead the change management program for a North American Automaker's global reengineering. Worked on site in the Detroit area as one of the leaders of an integrated OEM/E&Y team accountable to the client's Operations Executive Committee.*
- *Sole Canadian partner invited to participate in an international task force to plan implementation of E&Y's global consulting strategy.*

1998- 1991 Principal/Senior Manager

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Leadership of client service and engagement teams with responsibility for establishing and meeting client expectations, contributing to the firm's knowledge and methods, counseling and mentoring professional staff. Led development of strategy and change management practices.

- *Helped a Canadian division of a world-wide consumer products company obtain a North American product mandate thereby expanding employment in Canada and capitalizing on unique technology developed in Montreal. Invited back two years later to assist the Vice President of this division restructure another subsidiary's sales and marketing organization.*
- *Worked over several years with a prominent national membership and service organization's and its provincial and regional units to assist them develop a going forward strategy, establish a new organizational and governance structure, redefine the relationship between the national organization and the member units and introduce nationally competitive products and services.*
- *Began a decade long strategic advisory and board effectiveness role with a highly respected Chronic Care and Rehabilitation hospital and its board.*

1985 - 1988 Senior Consultant

Member of client service and engagement teams with responsibility for client results and deliverables. Provided hands-on assistance to clients in turnaround and recovery situations. Developed corporate and business unit strategies for large and medium sized companies.

- *Worked closely with the executive of a multi-national engineered products company to develop a strategy, obtain executive approval and establish their sales and distribution division as a stand-alone business.*
- *Member of the team that developed the strategy and supported the implementation of a national airline's transition from government to public ownership. Co-led a program, with an airline executive, to identify and implement \$250 million cost savings from operations and overhead.*
- *Drew upon my recent experience to take the U.S. subsidiary of a private label manufacturer, through Chapter 11 and a successful sale to a Hong Kong company.*

Linread PLC - Birmingham, U.K. (1982-1985)

Manufacturer of specialty and engineered fasteners

Linread PLC is a public company founded by my grandfather in 1913. It went public in 1963. Its Canadian operation was established in 1959 and

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had demonstrated lacklustre performance leading into the recession in the early 1980's and was approaching insolvency. I was asked by the Board of Directors to turn it around it without financial support from the parent company.

1982 - 1985 Managing Director

Led the restructuring, turnaround and sale of the Canadian subsidiary (Revenue - \$5 million) of an U.K. engineered products company during a major economic recession.

- *Replaced 2/3 of product revenue with high margin specialty product*
- *Became a new supplier to General Motors during a period when number of fastener suppliers was being reduced from 150 to 50.*
- *Obtained \$1.5 million ILAP and bank financing to upgrade and restructure manufacturing facilities, thereby reducing work-in-process inventory by 50% and order cycle time from 6 days to 2.*

Northern Telecom Ltd. (Now Nortel Networks) - Toronto, Ontario (1978-1982) Manufacturer of Telecommunications Equipment

Joined Northern Telecom on completion of my MBA program. This was two years after the company changed its name from Northern Electric and made a substantial commitment to digital switching technology. In Canada, Northern Telecom was breaking away from its historical role as Bell Canada's manufacturing arm. In the United States, AT&T and Western Electric's monopoly was starting to be challenged by the interconnect companies and their suppliers, particularly Northern Telecom.

1981 - 1982 Manager, International Product Marketing

Managed the product development and market introduction of voice and data terminal products for the Caribbean and Latin America, the Middle East, Europe and South East Asia. Traveled extensively within North and South America and Europe.

- *Managed product redevelopment program to obtain British Telecom standardization of integrated voice/data terminal product*
- *Sold largest bank in Ecuador transaction verification terminal network for credit and debit card transactions*
- *Managed re-sourcing of voice products from North American plants to plants in the U.K. and Malaysia reducing international product costs by 20%*

1978 - 1981 Product Manager

Responsible for the P&L for business and voice/data products (Revenue - \$75 million) including \$30 million R&D budget at Bell Northern Research

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for new product development. Project managed Canadian and U.S. manufacturing capability for several new voice/data products.

- *Initiated and led collaborative program to reengineer product development process for business telephone products thereby reducing cycle time, increasing early customer involvement and eliminating 'over-the-wall' hand-offs*
- *Obtained financing and managed concept through market introduction of notebook-sized TDD (Telephone Device for the Deaf)*
- *Doubled revenue from dormant high margin specialty application products through market specific sales and marketing campaign*

Hickling-Johnston Limited - Toronto, Ontario (1977-1978)

Management Consultants

Research Consultant

Conducted an analysis of the economic impact and strategic issues facing the retail and distribution sectors of the Canadian economy for the Retail Council of Canada.

- *Report presented to Retail Council of Canada and used as foundation for restructuring of the council as well as lobbying efforts on taxation and federal assistance initiatives*

EDUCATION

University of Western Ontario – Ph.D. (Organizational Behavior) - 2009

Oxford University - B.A. (Engineering Science and Economics) - 1976

University of Western Ontario – Masters in Business Administration - 1978

Canadian Rhodes Scholars Foundation Scholar – 1976/77 and 1977/78

PERSONAL INFORMATION AND INTERESTS

Personal interests include reading, squash, tennis, running, swimming, cycling, music (classical guitar). I maintain a high level of health and fitness and have competed in numerous marathons and triathlons including Ironman Canada.