

EURO Bulletin

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from Richard Nicholls

Marketing Operational Research

How the President of EURO came to pick my name from the hat as a suitable author for an article on 'Marketing OR' is something of a mystery as I am not a professional marketing man, or for that matter, a qualified operational researcher. It may have something to do with the fact that I have recently retired and must obviously have lots of free time or even that I retired as

Head of OR for Cadbury Schweppes plc having incidentally been a member of Council of the UK OR Society for the last four years. In any event I agreed to tackle it but must emphasise that these are my personal views and experiences and do not necessarily reflect those of either my former employers of the UK OR Society.

I was a relative latecomer to the world of OR. I joined my company's management trainee scheme in 1963 and gained early exposure to the realms of Research and Development, Sales and Marketing, Manufacturing and Industrial Engineering. I found my home in the latter function and then worked both at factory and company level. It was then that I discovered how OR could help solve complex sup-

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