

Anthony Robert Goerzen**Academic Experience**

Professor D.R. Sobey Professor of International Business Smith School of Business, Queen's University, Canada	2010-present
Visiting Scholar Hebrew University of Jerusalem, Israel	2018
Visiting Professor of Management Universität St. Gallen, School of Management, Switzerland	2017
Visiting Scholar of International Business Bocconi University, Italy	2017
Visiting International Business Scholar University of Sydney, Australia	2016
Visiting Scholar of International Business Luiss University Guido Carli, Italy	2016
Distinguished Visiting Winspear Scholar University of Victoria, Canada	2014-2016
Director, Master of International Business Program Smith School of Business, Queen's University, Canada	2013-2015
Director (Program Founder), PhD Program Gustavson School of Business, University of Victoria, Canada	2008-2010
Director, Research Gustavson School of Business, University of Victoria, Canada	2008-2010
Associate Professor Francis Winspear Research Fellow in International Strategy Gustavson School of Business, University of Victoria, Canada	2006-2010
Visiting Scholar ESC Groupe—Rouen School of Management, France	2008-2009
Director, MBA Program Gustavson School of Business, University of Victoria, Canada	2006-2008
Assistant Professor of Strategy & International Business Gustavson School of Business, University of Victoria, Canada	2003-2006
Visiting Scholar of International Management Kobe University, Japan	2003

Assistant Professor of Strategy & International Business Babson College, USA	2001-2003
PhD Western University—Ivey School of Business, Canada	1997-2001
Instructor Western University—Ivey School of Business, Canada	2000-2001
Teaching Assistant Western University—Ivey School of Business, Canada	1999-2000
Honours Bachelor of Business Administration Wilfrid Laurier University, Canada	1980-1984

Peer-reviewed Journal Publications

- Chakravarty, D., Goerzen, A., Musteen, M., & Ahsan, M. 2021. Global cities: A multi-disciplinary review and research agenda. *Journal of World Business*: Forthcoming.
- Hofstetter, J., Fiske, L., Goerzen, A., et al. 2021. From Sustainable Global Value Chains to the Circular Economy—Different Silos, Different Perspectives but Many Opportunities to Build Bridges, Circular Economy and Sustainability: Forthcoming.
- Goerzen, A, Iskander, S, Hofstetter, J. 2020. The effect of institutional pressures on business-led interventions to improve social compliance among emerging market suppliers in global value chains. *Journal of International Business Policy*. 4: 347-367.
- Goerzen, A, Pedersen, T, Veglio, V, Elter, F, Gooderham, P. 2018. Global cities: A perspective on cultural differences at the sub-national and supra-national levels. *Academy of Management Proceedings*. 2018: 1
- Goerzen, A, Guitouni, A, and Mitchell, R. Stakeholders and multiple objectives: the case of global value chains. 2018. *Academy of Management Proceedings*. 2018: 1
- Li, L., Li, D., Goerzen, A., & Shi, W. 2018. What and how do SMEs gain by going international? A longitudinal investigation of financial and intellectual resource growth. *Journal of World Business*, 53: 817-834.
- Asmussen C, Nielsen B, Goerzen A, Tegtmeier S. 2018. Global cities, ownership structures, and location choice: foreign subsidiaries as bridgeheads. *Competitiveness Review*, 28: 252-276.
- Goerzen, A. 2018. Small firm boundary-spanning via bridging ties: Achieving international connectivity via cross-border inter-cluster alliances. *Journal of International Management*, 24: 153-164.
- Belderbos, R, Du, S, Goerzen A. 2017. Global cities, connectivity, and the location choice of multinational corporation regional headquarters. *Journal of Management Studies*, 54:1271-1302.
- Mohr A, Wang C, Goerzen A. 2015. The impact of partner diversity within multiparty international joint ventures. *International Business Review*, 25: 883-894.
- Goerzen A, Asmussen C, Nielsen, B. 2013. Global cities and multinational enterprise location strategy. *Journal of International Business Studies*, 44: 427-450.
- Asmussen C, Goerzen A. 2013. Unpacking dimensions of foreignness: Firm-specific capabilities and international dispersion in regional, cultural, and institutional space. *Global Strategy Journal*, 3: 127-149.

Colovic A, Goerzen A, Mayrhofer U. 2011. Location strategies of multinational firms: Toward new practices and theories? *Management International*, 16: 5-10.

Jung J, Beamish P, Goerzen A. 2010. Dynamics of experience, environment, and MNE ownership strategy. *Management International Review*, 50: 267-296.

Schilke O, Goerzen A. 2010. Alliance management capability and alliance portfolio performance: Conceptualization and measurement. *Journal of Management*, 36: 1192-1219.

Goerzen A, Sapp S, Delios A. 2010. Investor response to environmental risk in foreign direct investment. *Management International Review*, 50: 683-708.

Verbeke A, Li L, Goerzen A. 2009. Towards more effective research on the multinationality-performance relationship. *Management International Review*, 49: 1-13.

Jung J, Beamish P, Goerzen A. 2008. FDI ownership strategy: A Japanese-US MNE comparison. *Management International Review*, 48: 491-524.

Goerzen A, Makino S. 2007. Multinational corporation internationalization in the service sector: A study of Japanese trading companies. *Journal of International Business Studies*, 38: 1149-1169.

Asmussen C, Goerzen A. 2007. Geographic orientation and performance of global versus regional MNEs. 2007 Academy of Management Best Paper Proceedings.

Goerzen A. 2007. Alliance networks and firm performance: The impact of repeated partnerships. *Strategic Management Journal*, 28: 487-509.

Goerzen A, Beamish P. 2007. The Penrose effect: "Excess" expatriates in multinational enterprises. *Management International Review*, 47: 1-19.

Isobe T, Makino S, Goerzen A. 2006. Japanese horizontal keiretsu and the performance implications of membership. *Asia Pacific Journal of Management*, 23: 453-466.

Goerzen A, Beamish P. 2005. The effect of alliance network diversity on multinational enterprise performance. *Strategic Management Journal*, 26: 333-354.

Goerzen A. 2005. Managing alliance networks: Emerging practices of multinational corporations. *Academy of Management Executive*, 19: 94-107.

Goerzen A, Sapp S. 2005. Multinational enterprise investment: Investor response to entry mode and foreign country risks. 2005 Academy of Management Best Paper Proceedings.

Goerzen A, Beamish P. 2003. Geographic scope and multinational enterprise performance. *Strategic Management Journal*, 24: 1289-1306.

Beamish P, Karavis L, Goerzen A. & Lane, C. 1999. The relationship between organizational structure and export performance. *Management International Review*, 39 (1): 37-54.

Goerzen A. 1999. "The relationship between social and economic performance." *Administrative Science Association of Canada, International Business Division Best Papers Proceedings*, 20 (8): 49-59.

Goerzen A. 1999. "The relationship between organizational slack and firm performance in multinational enterprises." *Administrative Science Association of Canada, International Business Division Best Papers Proceedings*, 20 (8): 60-67.

Beamish P, Goerzen A, Munro H. 1985. The export characteristics of small Canadian manufacturers. *The Journal of Small Business and Entrepreneurship*, 3 (1): 30-36. (Also found in Kao R, Knight R (eds.) 1987. *Entrepreneurship and new venture management: Readings and cases*: 298-303. Toronto: Prentice-Hall).

Manuscripts Under Review

Pluralism, Value Aggregation and the Strategic Management of Stakeholder Relationships (with R. Mitchell, A. Guitouni, & R. Mitchell) under review at *Strategic Management Journal*.

Global Cities and Cosmopolitanism: An Examination of Sub-national and Supra-national Cultural Values (with T. Pedersen) under review at *Regional Studies*.

The search for organizational change: The role of aspiration/performance discrepancy (with A. Valentino, L. Piscitello, & S. Elia) under review at *Journal of Management Studies*.

Research Funding

Research Project: "Improving Global Value Chain Governance" \$83,816 as Principal Investigator in 2021 by Social Sciences and Humanities Research Council.

Research Project: "Multinational corporation resources and capabilities for governance of global value chains" \$136,390 as Co-Principal Investigator (with A. Van-Assche, HEC Montreal) in 2021 by Social Sciences and Humanities Research Council.

Research Project: "Improving Social Justice and Economic Stewardship along the Global Value Chain: The Effectiveness of Interventions within Fragile Environments". Awarded \$30,000 as Principle Investigator in 2020 by MITACS.

Research Project: "Evaluating Global Value Chain Interventions". Awarded \$25,000 as Principle Investigator in 2019 by Social Sciences and Humanities Research Council.

Research Project: "Interventions to Improving Social Justice and Economic Stewardship". Awarded \$7,000 as Principle Investigator in 2019 by Social Sciences and Humanities Research Council.

Research Project: "Enhancing supply chain stability, resilience and sustainability through improved sub-supplier management—chocolate and cotton apparel case studies. Awarded €160,000 as Co-Investigator with U Niggli, C. Schader D. Zoogah, J. Hofstetter, J. Sarkis in 2018 by the Swiss National Science Foundation.

Fellowship: "D.R. Sobey Chair in International Business". Awarded \$125,000 in 2017-2022 by Smith School of Business, Queen's University.

Research Project: "Global supply network management governance". Awarded \$54,150 as Principle Investigator in 2016 by the Social Sciences and Humanities Research Council.

Research Project: “Global supply chain practices—Management of environmental and social sustainability”. Awarded \$20,000 as Principle Investigator in 2016 by Queen’s University International Research Fund.

Fellowship: “D.R. Sobey Chair in International Business”. Awarded \$50,000 in 2015-2017 by Smith School of Business, Queen’s University.

Workshop: “Finding growth and innovation through mergers, acquisitions, and corporate reorganization”. Awarded \$12,000 as Co-Investigator with B. Aharonson, A. Anand, N. Brueller, S. Harel, N. Hashai, K. Li, A. Oliver, L. Purda, S. Saadi, I. Stern, and Y. Yafeh in 2018 by the Halbert Centre for Canadian Studies of the Hebrew University of Jerusalem.

Research Project: “Mapping global value chains in identified sub-thematic priority areas of Croatia”. Awarded \$US 45,500 as Co-Investigator with J. Hofstetter and J. Sarkis in 2016 by the World Bank.

Research Project: “Sustainability in operative procurement”. Awarded CHF 400,000 as Co-Investigator with J. Hofstetter and M. Mueller in 2015 by the Swiss Federal Commission of Technology and Innovation.

Research Project: “MNC location choice: A city-centric analysis of regional balance of power”. Awarded DKK 1.25 mm as Co-Investigator with C. Asmussen and B. Nielsen in 2015 by the Danish Institute for Urban Economic Research.

Research Project: “Determinants of the global activity configuration of multinational firms”. Awarded €250,000 as Co-Investigator with R. Belderbos and S. Du in 2014 by the Belgian National Fund for Scientific Research.

Research Project: “Corporate supply chain management governance”. Awarded \$US 125,000 as Co-Investigator with J. Hofstetter and S. Wuetz in 2014 by a consortium of 10 multinational companies (i.e., BASF, Bosch, Bühler, Deloitte, Mercuri, Urval, SR Technics, SBB, Tchibo, Würth).

Research Project: “Capabilities for ensuring compliance with corporate sustainability standards”. Awarded CHF 200,000 as Co-Investigator with J. Hofstetter and M. Mueller in 2013 by the Swiss National Science Foundation.

Fellowship: “D.R. Sobey Chair in International Business”. Awarded \$125,000 in 2010-2015 by Smith School of Business, Queen’s University.

Research Project: “Boundary spanning capabilities of global account managers: The role of affective and cognitive systems at organizational and individual levels”. Awarded \$59,310 as Co-Investigator with L. Shi in 2009 by the Social Sciences and Humanities Research Council.

Research Project: “Behaviour and performance of Canadian multinational corporations and foreign multinationals in Canada”. Awarded \$4,000 as Principle Investigator in 2005 by the Social Sciences and Humanities Research Council.

Research Project: “Globalization patterns among multinational enterprises”. Awarded \$69,100 as Co-Investigator with P. Beamish in 2004 by the Social Sciences and Humanities Research Council.

Research Project: “Global cities and multinational enterprise investment”. Awarded \$2,500 as Principle Investigator in 2004 by the University of Victoria.

Research Project: “Multinational enterprise networks”. Awarded \$US 5,000 as Principle Investigator in 2002 by the Glavin Center for Global Leadership at Babson College.

Fellowship: “International Thesis Research Fellowship”. Awarded \$10,000 in 2000 by the Ivey School of Business.

Fellowship: “SSHRC Doctoral Fellowship”. Awarded \$75,000 in 1998 by the Social Sciences and Humanities Research Council of Canada.

Fellowship: “Ontario Graduate Scholarship”. Awarded \$30,000 in 1998 by the Ontario Ministry of Colleges and Universities.

Fellowship: “Graduate Tuition Scholarship”. Awarded \$30,000 in 1997 by the University of Western Ontario.

Fellowship: “Special University Scholarship”. Awarded \$10,000 in 1997 by the University of Western Ontario.

Honors, Awards, & Recognition

Panelist on “Global Value Chain-Oriented Policies” at the 2021 Academy of International Business annual conference (virtual).

Panelist on “Developing Collaborative Research” at Smith webinar (May, 2021 virtual).

Smith School of Business Graduate Student Supervision Award nominee, 2021

Panelist on “How do MNEs contribute to social sustainability in developing countries?” at the Academy of International Business Journals webinar on February 9, 2021.

Journal of International Business Studies “Best Reviewer Award 2020” awarded by the Editorial Board of the Journal of International Business Studies.

Keynote speaker at the 2020 Brazilian Academy of Management Annual Conference in Sao Paulo.

Panelist on “From Sustainable Global Value Chains to Circular Economy – Broadening our Sight for North/South Inclusion” at the 2020 Academy of Management Annual Conference, Vancouver (virtual).

Journal of International Business Studies “Best Reviewer Award 2019” awarded by the Editorial Board of the Journal of International Business Studies.

Shortlisted for the 2018 Academy of International Business “That’s Interesting!” Award (awarded to a paper that “crosses boundaries, challenges taken-for-granted assumptions in the field, denies old ‘truths’, attracts the reader’s attention, and/or makes an original argument”).

Panelist on “Global Value Chains, Governance, and Globalization Strategies” at the 2018 Academy of International Business Conference, Minneapolis.

Panelist on “Teaching Social Enterprise” at the 2018 World University Services Canada Annual Conference, Ottawa.

Panelist on “Pathways to Impact: Enabling your Research to Influence Practice” at the 2018 Academy of Management Conference, Chicago.

Panelist at the “Junior Faculty Consortium” at the 2018 Academy of Management Conference, Chicago.

Panelist on “Global value chains, governance and globalisation strategies” at 2017 Academy of International Business Annual Conference, Dubai.

Keynote speaker at the 2017 German Academy of Management Annual Conference in St. Gallen, Switzerland.

Keynote speaker at the 2017 Le Groupe de recherche en affaires internationales (GRAI) Annual Conference in Montreal.

European International Business Association “Best Paper Award 2015” shortlist. “Global Cities and the Establishment of Regional Headquarters” (with R. Belderbos & S. Du).

Keynote speaker at the 2015 Administrative Sciences Association of Canada Conference (major academic conference in Canada) in Halifax.

Panelist at the 2015 in Academy of International Business annual conference Doctoral Consortium in Bangalore.

Journal of International Business Studies “Best Reviewer Award 2013” awarded by the Editorial Board of the Journal of International Business Studies.

Journal of International Business Studies “Best Reviewer Award 2012” awarded by the Editorial Board of the Journal of International Business Studies.

Journal of International Business Studies “Best Reviewer Award 2011” awarded by the Editorial Board of the Journal of International Business Studies.

Journal of International Business Studies “Best Reviewer Award 2008” awarded by the Editorial Board of the Journal of International Business Studies.

Asmussen, C, Goerzen A. 2007. “Geographic orientation of MNEs and implications for performance” presented at the 2007 Academy of International Business conference in Indianapolis, US, the Academy of Management conference in Philadelphia, US, and the European International Business Association conference in Catania, Italy. This paper was shortlisted for the 2007 Carolyn Dexter Award, an all-Academy honour given to the best research manuscript that embodies the overall mission of the Academy of Management.

Administrative Sciences Association of Canada Outstanding Reviewer Award 2006-2007 awarded by the Editorial Board of the Canadian Journal of Administrative Sciences.

University of Victoria Faculty of Business Outstanding Researcher Award 2005 and in 2006. Annual recognition awarded by the Faculty of Business to a scholar who is actively pursuing research activities and publishing in top journals.

Doug Nigh Award, Finalist (annual “Best Paper” award given by the International Management Division of the Academy of Management) for manuscript entitled, “Investor response to foreign direct investment risk: The effects of direct and indirect experience of multinational corporations.” This paper is also included in the 2005 Academy of Management Best Paper Proceedings.

AIB Best Reviewer Award 2003. Annual recognition from the Academy of International Business.

AIB Best Paper Award 2002 for “Geographic scope and MNE performance”. Annual competition held by the Academy of International Business.

Udayan Rege Best Dissertation Award 2000-2002. Biannual PhD thesis competition held by the Administrative Science Association of Canada.

Gunnar Hedlund Best Dissertation Award Finalist 2002. Annual PhD thesis competition held by the Institute of International Business and the European International Business Association.

Barry Richman Best Dissertation Award Finalist 2002. Annual PhD thesis competition held by the Academy of Management International Management Division.

Ivey Top 10 Best Selling Case 2001, 2002, 2003, 2004, 2005, 2006, and 2007 for “The Global Branding of Stella Artois.” Annual award presented by Ivey Publishing.

2001 Annual Case Competition Second Runner-up for “The global branding of Stella Artois”. Annual teaching case competition held by the Academy of International Business.

Books, Book Chapters, & Other Publications

“Deploying the OECD Due Diligence Guidance Monitoring and Evaluation Framework: A Handbook”. 2020. Geneva: Organization of Economic Cooperation and Development.

Goerzen, A. & Van Assche, A. 2019. Global value chain governance: A MNC capabilities view. In Mellahi, K, Meyer, K, Surdu, I, & Verbeke, A. (Eds.). *Oxford Handbook of International Business Strategy*. Oxford: Oxford University Press.

Nielsen, B, Asmussen C, Goerzen A. forthcoming 2017. Toward a synthesis of micro and macro factors that influence foreign direct investment location choice. In Cook, G, McDonald, F (Eds.), *The Routledge Companion to the Geography of International Business*. Routledge.

Goerzen A, Asmussen C, Nielsen, B. 2014. Global cities and multinational enterprise location strategy. In J. Cantwell (Ed.), *Location of international business activities: Integrating ideas from research in international business, strategic management and economic geography*. 137-180. Basingstoke: Palgrave Macmillan.

Shi L, Goerzen A. 2011. A framework for developing global account management strategies. *Velocity*: 13 (2): 17-19.

Goerzen A. 2007. Global cities and multinational corporation investment. In S. Tallman (Ed.), *International Strategic Management: A New Generation*: 229-244. Cheltenham: Edward Elgar.

Goerzen A, Asmussen C. 2007. Geographic orientation of MNEs and implications for performance. In Rugman A (Ed.), *Regional Aspects of Multinationality and Performance*, Vol. 13: 65-83. Oxford: Elsevier.

Beamish P, Goerzen A, Peng G. 2007. Alliance network diversity: Does it help or hurt? *Peking University Business Review*, 7(8): 28 - 31.

Goerzen A. 2005. *Networks and location: Organizing the diversified multinational corporation for value creation*. New York: Palgrave Macmillan. (Book reviewed in the *Journal of International Business Studies* Volume 37).

Goerzen A, Beamish P. 2005. The changing character of Japanese investment in Canada. *Asia-in-Canada Series*. Vancouver: Asia Pacific Foundation Canada.

Goerzen A, Zhou C. 2005. Activate your strategic alliance network. *Peking University Business Review*, 5(8): 113-119.

Goerzen A, Beamish P. 2005. Patterns of change in Japanese investment in Canada. *Ivey Business Journal*, April/May edition.

Goerzen A. 1999. The foreign subsidiary location decision: Transaction costs, industry life cycles, and psychic distance. In Safarian E, Beamish P (eds.), *Challenge and response: North American firms in East Asia*: 187-211. Toronto: University of Toronto Press.

Goerzen A, Woo Y, Wu M. 1999. *The impact of trade liberalization: Communicating with APEC communities—The furniture industry in Canada*. Melbourne: Monash University.

Conference Presentations & Proceedings

Elia, S., Goerzen, A., Piscitello, L., & Valentino, A. 2021. Post-offshoring scenarios: a behavioral approach to the decision-making process. Presented at the European Association of International Business Conference in Madrid.

Pedersen, T, Goerzen A, Dasi, A 2021. “Global Cities and Individual Work-Related Values”. Presented at the European Association of International Business Conference in Madrid.

Fiske, L., & Goerzen, A. 2021. Cross-Sector Partnerships and Perceived Social Risk. Presented at the Association of International Business Conference (virtual).

Li, S., & Goerzen, A. 2021. Stop Violence in GVCs! A Critical Analysis of Interventions To Reduce Gender-Based Violence. Presented at the Association of International Business Conference (virtual).

Fiske, L., Goerzen, A., & van-Assche, A. 2021. Orchestrating Sustainability: A Capability-Building Perspectives. Presented at the Society for the Advancement of Socio-Economics (SASE) conference (virtual).

Li, S., Goerzen, A. 2020. “The First Mile of the Global Value Chain—Bringing Gender into GVC Analysis”. Presented at the Association of International Business Conference in Miami (virtual).

Goerzen, A., Iskander, S., Hofstetter, J. 2020. “The Effect of Institutional Pressures on Third Party Interventions to Improve Social Compliance Among Emerging Market Suppliers Along the Global Value Chain”. Presented at the Association of International Business Conference in Miami (virtual) and at the Society for the Advancement of Socio-Economics conference in Amsterdam (virtual).

Fiske, L., Goerzen, A. 2020. "Due Diligence in the 'First Mile' of a Global Value Chain". To be presented at the Association of International Business Conference in Miami (virtual).

Valentino, A., Goerzen, A., Piscitello, L. 2019. "The Effects of Offshoring Performances on the Post-Offshoring Strategic Choices of MNCs: An Exploratory Study". Presented at the Association of International Business Conference in Copenhagen and European International Business Association 2019 Conference in Leeds.

Goerzen, A., van der Burg, G. 2019. "Improving Social Justice and Economic Stewardship along the Global Value Chain: The Effectiveness of Interventions within Fragile Environments". Presented at the Association of International Business Conference in Copenhagen and at the Academy of Management Annual Conference in Boston.

Mitchell, R, Goerzen, A, Guitouni, A, Mitchell R. 2019. "Stakeholder Inclusion, Value Aggregation and the Objective Function of Organization: The Case of Global Value Chains". Presented at the Sustainability, Ethics, and Entrepreneurship Conference in Miami and 2018 Association of International Business Conference in Minneapolis.

Goerzen A, Pedersen, T, Veglio, V, Elter, F, Gooderham, P. 2018. "Global Cities: A New Perspective on Cultural Differences at the Sub-national and Supra-national Levels". Presented at the Association of International Business Conference in Minneapolis and at the Strategic Management Society Annual Conference in Oslo. Shortlisted for the AIB "That's Interesting!" Award (for papers that crosses boundaries, challenges taken-for-granted assumptions in the field, denies old "truths", attracts the reader's attention, and/or makes an original argument). Also presented at the Academy of Management Annual Conference in Boston.

Goerzen A, del Mar Cobeña Ruiz-Lopera, M. 2018. "Conflict within Alliance Portfolios and the Mitigating Effect of Alliance Experience". Presented at the Association of International Business Conference in Minneapolis and at the Strategic Management Society Annual Conference in Oslo.

Valentino, A, Goerzen, A. 2018. "Offshore or reshore? A strategic response to global value chain sustainability". Presented at the Association of International Business Conference in Minneapolis and at the Strategic Management Society Annual Conference in Oslo.

Goerzen, A. 2017. Multinational corporation governance of global value chains: Extending the alliance management capability approach. Presented at the Strategic Management Society Conference in San Jose.

Mueller M, Hofstetter J, Goerzen A. 2016. "Garment suppliers strategies to manage commercial and social tensions: An institutional logic perspective" presented at the 2016 Decision Sciences Institute Conference in Austin, Texas.

Wuetz S, Hofstetter J, Goerzen A. 2016. "A process-based view of the integration-responsiveness framework" presented at the 2016 Academy of International Business Conference in New Orleans as well as the 2016 EurOMA Conference in Trondheim, Norway.

Mueller M, Hofstetter J, Goerzen A. 2016. "Mediation between organizational aspirations for adjusting compliance with a minimum social standard: Evidence from emerging market suppliers" presented at the 2016 Academy of International Business Conference in New Orleans.

Wuetz S, Hofstetter J, Goerzen A. 2016. "A balance between global integration and local responsiveness of business processes" presented at the 2016 Academy of International Business Conference in New Orleans as well as the 2016 EurOMA Conference in Trondheim, Norway.

Mueller M, Hofstetter J, Goerzen A. 2016. "Coping with competing institutional logics: decoupling, compromising and experience" presented at the 2016 Group for Research on Organizations and the Natural Environment (GRONEN) conference in Hamburg, Germany.

Mueller M, Hofstetter J, Goerzen A. 2015. "Organizational aspirations and violations of a social standards minimum requirements in the emerging economies clothing industry" presented at the 2015 Strategic Management Society Conference in St. Gallen, Switzerland as well as the Academy of International Business Conference in Bangalore, India.

Belderbos R, Du S, and Goerzen A. 2015. "Global cities and the establishment of regional headquarters" presented at the 2015 Strategic Management Society Conference in St. Gallen, Switzerland, the Academy of International Business Conference in Bangalore, India, the Strategic Management Society conference in Milan, Italy and the European International Business Academy in Rio de Janeiro, Brazil (shortlisted for EIBA 2015 Best Paper Award).

Wuetz S, Hofstetter J, Goerzen A. 2015. "An empirical analysis and extension of factors driving global integration of business processes within MNCs" presented at the 2015 Strategic Management Society Conference in St. Gallen, Switzerland as well as the Academy of International Business Conference in Bangalore, India.

Shi L and Goerzen A. 2014. "An ambidextrous perspective on global account management program" presented at the Institute for the Study of Business Markets Annual Conference in San Francisco.

Cetin B, Hofstetter J, Goerzen A. 2014. "The financial impact of value-added tax (VAT) on supply chains" presented at the Academy of International Business Annual Conference in Vancouver.

Wuetz S, Hofstetter J, Goerzen A. 2014. "Adding the perspective of process integration to the Bartlett and Ghoshal typology of MNCs" presented at the Academy of Management Conference in Philadelphia.

Mueller M, Hofstetter J, Goerzen A. 2014. "Social standard compliance in global textile supply chains: a comparative study between Bangladesh and India" presented at the Academy of International Business Annual Conference in Vancouver as well as the European Group for Organizational Studies (EGOS) in Rotterdam.

Mohr A, Wang C, Goerzen A. 2013. "International joint venture survival: The role of partner diversity" presented at the Academy of International Business Annual Conference in Istanbul.

Shi L and Goerzen A. 2013. "Global account management: A boundary spanning capabilities approach" presented at the Academy of International Business Annual Conference in Istanbul.

Belderbos R, Du S, and Goerzen A. 2013. "Global cities and international headquarters location" presented at the Academy of International Business Annual Conference in Istanbul.

Mohr A, Wang C, Goerzen A. 2012. "The role of partner diversity for the survival of international multi-party joint ventures" presented at the European International Business Academy in Brighton.

Goerzen A. 2011. Invited panel member of the "Multinationality and performance" session at the 2011 Strategic Management Society annual conference in Miami.

Li L, Goerzen A, Shi W, Li D. 2011. "SME evolutionary trajectories: A dynamic comparison between international and domestic expansion" presented at the 2011 Academy of International Business conference in Nagoya, Japan, the Academy of Management annual conference in San Antonio, Texas and the 2011 Strategic Management Society annual conference in Miami.

Goerzen A, Williams C. 2011. "Evolution of interclusteral alliances" presented at the Academy of Management annual conference in San Antonio, Texas, and the 2011 Strategic Management Society annual conference in Miami.

Valente M, Goerzen A. 2011. "Strategy and sustainability" presented at the Academy of Management annual conference in San Antonio, Texas, the 2011 International Association for Business & Society annual conference in Bath, England, and the 2011 Strategic Management Society annual conference in Miami.

Goerzen A. 2010. "Countering the centripetal force of agglomeration: Interclusteral cross-border alliances" presented at the 2010 Academy of International Business conference in Rio de Janeiro and the Academy of Management conference in Montreal.

Goerzen A, Asmussen C. 2010. "Global cities: Beachheads, supply points, and multinational enterprise location decisions" presented at the 2010 Academy of International Business conference in Rio de Janeiro and the Academy of Management conference in Montreal.

Jung J, Goerzen A. 2009. "Dynamics of experience, environment, and MNC ownership strategy" presented at the 2009 Academy of Management Conference in Chicago.

Schilke O, Goerzen A. 2008. "Alliance management capability and alliance performance: The mediating effect of dynamic organizational routines" presented at the 2008 Strategic Management Society annual conference in Köln.

Goerzen A. 2008. "Global cities and multinational corporation investment" presented at the 2008 Academy of International Business conference in Milan and the 2008 Academy of Management Conference in Anaheim.

Jung J, Beamish P, Goerzen A. 2008. "MNE ownership strategy: A Japan-US comparison" presented at the 2008 Academy of Management Conference in Anaheim, US and at the 2007 Working Paper Symposium—Contemporary Topics in International Business in Kansas City.

Goerzen A. 2007. "Country versus city effects in foreign direct investment" presented in the AIB Special Panel on "Multi-level issues in International Business" at the 2007 Academy of International Business conference in Indianapolis.

Asmussen C, Goerzen A. 2007. "Geographic orientation of MNEs and implications for performance" presented at the 2007 Academy of International Business conference in Indianapolis, US, the Academy of Management conference in Philadelphia and the European International Business Association conference in Catania. This paper was nominated for the Academy of Management's Carolyn Dexter Award, an all-Academy honour given to the research manuscript that best embodies the overall mission of the Academy.

Isobe T, Makino S, Goerzen A. 2006. "Financial performance and membership of Japanese horizontal keiretsu" presented at the 2006 Association of Japanese Business Studies conference in Beijing.

Goerzen A, Makino S. 2006. "Multinational enterprise internationalization in the service sector: A study of Japanese trading companies" presented at the 2006 Journal of International Business special issue workshop in Berlin.

Goerzen A. 2006. Invited presentation entitled, "The basics of case teaching" at the 2006 UVic Learning & Teaching conference in Victoria.

Goerzen A. 2006. Invited speaker for the Showcase Panel entitled, "Multinationality and performance" at the 2006 Academy of International Business conference in Beijing.

Goerzen A. 2006. "Network characteristics and performance: The impact of repeated partnerships" presented at the 2006 Academy of International Business conference in Beijing.

Li L, Goerzen A, Verbeke A. 2006. "Multinationality and performance: Theories and empirical studies" presented at the 2006 Academy of International Business conference in Beijing as well as the 2006 Academy of Management conference in Atlanta. Was also an invited paper presented at the "Showcase Symposium" entitled, "Research on the multinationality-performance relationship: Current status and new directions" at the 2005 Academy of International Business conference in Quebec City.

Goerzen A. 2006. "The impact of network characteristics on performance" presented at the 2006 Academy of International Business conference in Beijing.

Goerzen A. 2005. "Penrose, slack resources, and firm growth in host countries." Invited paper presented at the "Showcase Symposium" entitled, "Edith Penrose and MNE Strategic Management" at the 2005 Academy of Management conference in Honolulu.

Goerzen A. 2005. "Multinational corporation networks: Practices and performance." Invited paper presented at the symposium entitled, "Networks in International Management Research: Assessing Progress, Opportunities and Challenges" at the 2005 Academy of International Business conference in Quebec City.

Li L, Goerzen A, Verbeke A. 2005. "Multinationality and performance: Theories and empirical studies." Invited paper presented at the "Showcase Symposium" entitled, "Research on the Multinationality-Performance Relationship: Current Status and New Directions" at the 2005 Academy of International Business conference in Quebec City.

Goerzen A. 2005. "The impact of repeated partnerships on MNC performance" presented at the 2005 Academy of Management Conference in Honolulu, US, the 2004 Academy of International Business conference in Stockholm and the 2004 European International Business Association annual conference in Ljubljana.

Goerzen A, Sapp S. 2005. "Multinational enterprise investment: Investor response to entry mode and foreign country risks" presented at the 2005 Academy of Management Conference in Honolulu, the 2005 Academy of International Business Conference in Quebec City and the 2003 Academy of Management conference in Seattle, US. Named as a "Best Paper" by the Academy of Management's International Management Division, included in the 2005 Best Paper Proceedings, and was a finalist for the Doug Nigh Award.

Goerzen A. 2004. "The effect of alliance network diversity on multinational enterprise performance" presented at the 2004 European International Business Association annual conference in Ljubljana.

Goerzen A. 2004. “Alliance portfolio management: Multilevel practices of multinational companies” presented at the 2004 Academy of International Business conference in Stockholm and the 2003 European Academy of International Business conference in Copenhagen.

Goerzen A, Beamish P. 2003. “The alliance portfolio effect on MNE performance” presented at the 2003 Academy of International Business conference in Monterey and also at the 2003 European Academy of International Business conference in Copenhagen.

Goerzen A, Makino S. 2003. “The internationalization process of multinational enterprises in the service sector: A comparison of Japanese trading companies in the US and China” presented at the 2003 Academy of International Business conference in Monterey.

Goerzen A, Beamish P. 2002. “Network diversity and multinational enterprise performance” presented at the 2002 Academy of Management Conference in Denver.

Goerzen A, Beamish P. 2002. “Geographic scope and multinational enterprise performance” presented at the 2002 Academy of International Business conference in San Juan. Winner of AIB 2002 Best Paper Award.

Goerzen A. 2000. “The relevance of range and embeddedness in the process of strategy development and implementation among multinational enterprises” presented at the Academy of International Business Conference in Phoenix.

Goerzen A. 2000. “The relationship between network characteristics and firm performance of multinational enterprises” presented at the Academy of International Business Conference in Phoenix.

Goerzen A. 2000. “The relationship between organizational slack and MNE performance” presented at the Academy of Management Annual Conference in Toronto.

Goerzen A. 1999. “The social and economic performance of multinational enterprises” presented at the 1999 Academy of International Business Conference in Charleston.

Haggerty N, Goerzen A. 1999. “Characteristics and performance of Japanese foreign direct investment in the service sector” presented at the Academy of International Business Conference in Charleston.

Teaching Materials

“Tchukudu Women’s Training Center – Emerging Challenges”. Work-in-progress 2021.

“Moby – A Social Enterprise In The Making”. Work-in-progress 2021.

“1 Million Teachers: Scaling a Social Enterprise”. Work-in-progress 2020.

“Fair Trade Jewellery Company: Establishing an Ethical Global Value Chain”. 2020. London: Ivey Case & Publications.

“Pulp Molded Products—Managing international growth”. 2018. Kingston: Smith Living Cases.

“Blood Diamonds: IMPACT’s decision to withdraw from the Kimberley Process” (with teaching note). 2018: Forthcoming.

“Insight Global Education: Managing the conflict between values and business development” (with teaching note). 2017. Kingston: Smith Living Cases.

“Social Focus Consulting: Evaluating the long-term feasibility of a social enterprise startup” (with teaching note). 2017. London: Ivey Case & Publications.

“United Way—Taking a Stand on a Controversial Issue” (with teaching note). 2015. London: Ivey Case & Publications.

“Able Translations Ltd.—International strategy at the crossroads” (with teaching note). 2014. London: Ivey Case & Publications.

“Sobey’s Inc—Developing a strategic approach to sustainable seafood” (with teaching note). 2013. London: Ivey Case & Publications. In Beamish P (ed.), 2015. Cases in Strategic Management 11th Edition. Toronto: McGraw-Hill. Selected by Ivey Publishing as their entry into the 2015 EFMD Case Competition.

“Eikon Device Inc.—Creating an international strategy” (with teaching note). 2013. London: Ivey Case & Publications.

“System@tic: The race for partners” (with teaching note). 2009. London: Ivey Case & Publications. this case was selected as the sole case at the Mitel Virtual International Case Competition 2009.

“Lyonbiopôle: The challenge of becoming a world class cluster” (with teaching note). 2009. London: Ivey Case & Publications.

“Advanced Book Exchange: Geographic growth of an Internet-based business” (with teaching note). 2006. London: Ivey Case & Publications. In Beamish P (ed.), 2006. Strategic Management 8th Edition. Toronto: McGraw-Hill and in Cases in Strategic Management, 9th Edition. 2009. Beamish P (ed.), Toronto: McGraw Hill Ryerson.

“VanCity Credit Union—Strategy in Financial Services” (with teaching note). 2006. London: Ivey Case & Publications. 2004. London: Ivey Case & Publications. In Beamish P (ed.), 2006. Strategic Management 8th Edition. Toronto: McGraw-Hill and in Cases in Strategic Management, 9th Edition. 2009. Beamish P. (ed.), Toronto: McGraw Hill Ryerson

“The global branding of Stella Artois” (with teaching note). London, Ontario: Ivey Case & Publications. In James S, Meaghan M. (eds), 2007. Country Manager. 2nd Edition: Interpretive Simulations. In Beamish P (ed.). 2006. Strategic Management 8th Edition. Toronto: McGraw-Hill. In Delios A, Beamish P (eds.). 2004. International Business: An Asia Pacific Perspective. Singapore: Prentice Hall: 346-367. In Beamish P, Morrison A, Inkpen A, Rosenzweig (Eds.). 2003. International management 5th Edition: 270-288. New York: McGraw-Hill/Irwin. In Phatak A, Bhagat R, Kashlak R (Eds.). 2004. 1st Edition: Fundamentals of International Management. Burr Ridge: McGraw-Hill/Irwin. In Conklin D (ed.). 2005. The Environment of Business: International Perspectives. Thousand Oaks: Sage Publications. In Cases in Strategic Management, 9th Edition. 2009. Beamish P (ed.). Toronto: McGraw Hill Ryerson. In Bartlett C, Beamish P (eds.). 2011, Transnational Management: Text, Readings and Cases in Cross Border Management, 6/E. Burr Ridge, Illinois, Irwin McGraw-Hill. This case was named as one of Ivey Publishing’s Top 10 Best Sellers for 2001, 2002, 2003, 2004, 2005, and 2006 and is currently being used at schools across Canada, the US, Europe, and Asia.

“Mabuchi Motor Ltd.” (with teaching note). London: Ivey Case & Publications. In Delios A, Beamish P (Eds.). 2004. *International Business: An Asia Pacific Perspective*. Singapore: Prentice Hall: 548-560. Also in Beamish P (ed.). 2001. *Asia-Pacific cases in strategic management*: 186-196. Toronto: Irwin/McGraw-Hill and in Beamish P, Morrison A, Inkpen A, Rosenzweig P (Eds.). 2003. *International management 5th Edition*: 714-724. New York: McGraw-Hill/Irwin. This case is currently being used at York University, University of Ottawa, and the Ivey Business School, among others.

“Palliser Furniture Ltd.” (with teaching note). London: Ivey Case & Publications. In Beamish P, Morrison A, Rosenzweig P, Inkpen A (Eds.). 2001. *International management 4th Edition*: 250-263. Toronto: McGraw-Hill and in Beamish P (Ed.). 2001. *Strategic Management 6th Edition*: 296-306. Toronto: McGraw-Hill. This case is currently used at Acadia University, Ivey Business School, McMaster University, and St Mary’s University, among others.

“Caron Furniture Ltée.—Revised” (with teaching note). 1999. London: Ivey Case & Publications. In Beamish P (ed.) 2001. *Strategic Management 6th Edition*: 296-306. Toronto: McGraw-Hill).

“Stella Artois in the UK” (with teaching note). 2001. London: Ivey Case & Publications. Currently being used at Babson College, Ivey Business School, among others.

“Beer.com: The evolution of Interbrew’s Internet strategy.” 2001. Developed for Interbrew Corp.’s Key Managers Training Program.

Academic & University Service

Academy of International Business Best Paper Award Selection Committee—2021

Queen’s University “Scholars-at-Risk” Committee 2019-present

President, Academy of International Business Association—Canada, 2016-present

Organizer & Moderator, “Burning Issues in International Business” webinar series 2019-present

Editorial Board Member, *Strategic Management Journal*: 2007- present

Editorial Board Member, *Global Strategy Journal*: 2011- present

Editorial Board Member, *Journal of International Business Studies*: 2007- present

Editorial Board Member, *Multinational Business Review*: 2009-present

Editorial Board Member, *Asia Pacific Journal of Management*: 2006-present

Associate Dean Selection Committee member 2020

Faculty Research Excellence Committee member 2020

Canada Graduate Scholarship Committee Member, 2019-present

Graduate Student Award Selection Committee member 2020

Research Supervision Award Selection Committee member 2020

Research Fellowships, Professorships, and Chairs Advisory Committee Member, 2020-present

Research Fellowships, Professorships, and Chairs Criteria Committee Member, 2020

Smith Graduate Program Committee Member, 2017-present

Smith Research Committee Member, 2017-present

Social Sciences and Humanities Research Council (SSHRC) College of Reviewers, 2014-present

Queen's University Social Sciences and Humanities Research Council (SSHRC) Merit Review Committee Member, 2016-present

Smith School of Business Graduate Program Executive Committee Member, 2015-2016

United Way Leadership Program Curriculum Advisory Committee Member, 2016

Master of Management Academic Committee Member, 2013-2015

Vice President & Founding Member, International Forum on Sustainable Value Chains, 2014-present

Queen's University Chancellor's Scholarship Committee Member, 2013-2019

Sudbury Neutrino Observatory (SNOLAB) 5-year Review Committee Member, 2014

Chair, MIB Redesign Committee, Queen's School of Business, 2013-2014

MBA Redesign Committee Member, Queen's School of Business, 2012-2013

Master of Management Academic Committee Member, Queen's School of Business, 2013-2014

Scientific Committee Member, Rouen Business School, Rouen France, 2010-2013

Member, Board of Directors, Queen's International Consulting, 2011-2013

Doctoral Consortium Panel Member, 2010 Academy of International Business conference, Rio de Janeiro

Discussant, Chair, & Conference Manuscript Reviewer, Academy of International Business Conference: 1999-present; Academy of Management Conference: 1999-present; European International Business Association Conference: 2000-present; Strategic Management Society Conference: 2005-present

Master's Thesis Supervisor:

E. Stock defended Master thesis (Management) in April 2004. "A Study of the Relationship between the Legality of Grey Marketing and Multinational Enterprise Strategies".

A. Boylan, W. Hong, & I. Rosell defended Master thesis (Management) in November 2005. "Strategic Marketing Plan for RBC Dominion".

M. DeMonye and A. Wright defended Master thesis (Management) in 2005. "Vancouver Island Technology Park: An Economic Impact Study".

C. Gray & M. Rankin defended Master thesis (Management) in 2005. "Vancouver Island Technology Park Business Plan".

Masters and PhD Thesis Committees:

I. Matheson defended PhD (Education) on February 28, 2018 entitled, "Unpacking Reading Comprehension by Text Type: An Examination of Reading Strategy Use and Cognitive Functioning in Poor and Typically-Achieving Comprehenders".

C. Kelly defended PhD thesis (History) on November 21, 2017. "Latin Christian Manhood on Crusade: A Gender Analysis of French and Norman Laymen, 1095-1145".

S. Du defended PhD thesis (Management) in June 2016. “Global cities, headquarter location, and the liability of foreignness”.

H. Li and N. Vincent defended Master thesis (Management) in March 2007. “Rosenbauer and the Chinese fire fighting vehicle market”.

C. Elford defended Master thesis (Management) in March 2007. “A political economy of the Gulf States: Identifying signals for engaging in successful FDI in the Middle East”.

H. Aboulnasr, K-J. Han, Y. Li, & J. Nairon defended Master thesis (Management) in March 2007. “Rowing BC: Building a strategy”.

R. Chilibeck, C. Zhang, & N. Ford defended Master thesis (Management) in February 2007. “Voestalpine: Expatriates and international expansion”.

J. Goodman, S. Greenberg, J. Keefe, & N. Pu defended Master thesis (Management) in December 2006. “Asian expansion of ABE Books”.

Y. Abe, G. Capasso, J. Gao, & P. Perraud defended Master thesis (Management) in December 2006. “A business plan for Habiterra”.

S. Hajnahjaafy & M. Shaforost defended Master thesis (Management) in December 2006. “Imprint Plus”.

C. Bunyasiriphant, J. McArthur, M. Takakepisuth, & H. Wang defended Master thesis (Management) in December 2006. “Economic development plan for Juan de Fuca”.

D. Domalpalli, G. Fraser, G. Newman, & N. Weathington defended Master thesis in December 2006. “Triton Logging”.

A. Arslan, T. Keith, & B. Coles defended Master thesis (Management) in December 2006. “Whistler Resort and Club”.

M. Briggs, J. Chase, J. Li, & K. Reid defended Master thesis (Management) in December 2006. “Downtown Learning Commons”.

A. Dewan & J. Loeb defended Master thesis (Management) in December 2006. “Integrated Land Management Bureau”.

J. Durham defended Master thesis (Management) in April 2006. “A study of East-West mobility trends in the EU: A focus on Latvia and human capital flight”.

A. Ates, K-W. Lee & T. Su defended Master thesis (Management) in April 2006. “Digital Image Market Analysis”.

G. Srivastava defended PhD thesis (Computer Science) in August 2006. “Pseudorandom Number Generators Using Multiple Sources of Entropy”.

JP Beaudry, R. Ketchabaw, & C. Nicholl defended Master thesis (Management) in December 2005. “Downtown Victoria 2020 economic strategy”.

Y. Chen, S. Pop, & D. Popowich defended (Management) in December 2005. “Canadian Institute for Climate Studies: Marketing and Strategic Plan”.

T. Walker defended PhD thesis (Curriculum and Instruction) in December 2005. “Water ways: Exploring through metaphoric imagery, discussion, and action”.

A. Asif, A. Chapman, U. Reddy, & D. Drok defended Master thesis (Management) in November 2005. “Analysis of Custom House Global Foreign Exchange Retail Business”.

T. Hughes defended PhD thesis (Physics) in September 2005. “Pion Energy Reconstruction Methods for the Atlas”.

L. Macleod & J. Murray defended Master thesis (Management) in April 2005. “Transition to a New Property and Expansion to Year-round Programming”.

University of Victoria Committees:

Internal Research Grant Committee: 2004

Graduate Executive Committee: 2006-2007

UVic Senate: 2006-2007

Faculty of Graduate Studies Dean Search Committee: 2006-2007

UVic Senate Committee on Libraries: 2006-present

Richard Ivey School of Business Advisory Board: 1999-2000

UVic Business Committees:

Re-appointments, Promotion, & Tenure Committee: 2007-2008

EDC International Studies Scholarship Committee: 2005-2006

Canadian Manufacturers' Association International Business Scholarship Committee: 2005-2006

Executive Committee: 2006-2007

Graduate Programs Committee Chair: 2006-2007

Recruiting/Appointments Committee: 2005-2010

President, Ivey School of Business PhD Student Association: 1999-2000

Conferences/Workshops/Webinars Organized

Organizer: *Burning Issues in International Business* webinar series—"SDGs" on 2021.

Organizer: *Burning Issues in International Business* webinar series—"The Evolving Relationship between Canada and China" on October 16, 2020.

Conference organizer: "Sustainable Innovation & Entrepreneurship in a Fragmented World" at U of Victoria on November 20, 2020 with academics, practitioners, and NGOs involved in sustainable supply chain governance.

Conference organizer: "Information & Communication Technologies and Multinational Corporations" at U of Toronto on May 3, 2019 with academics, practitioners, and NGOs involved in sustainable supply chain governance.

Conference organizer: "Multinational Governance of Global Value Chains" at Queen's U on May 4, 2018 with academics, practitioners, and NGOs involved in sustainable supply chain governance.

Conference co-organizer: "Quality Decision-making within Long Chains of Command" at U of Victoria on June 21, 2017 with senior officers of the Canadian Department of Defense and the Royal Canadian Military Police.

Organizer, Sustainable Supply Chain Conference, Toronto, February 11-12, 2013

Presenter and organizer, "Case Development Workshop". Professional Development Workshop at the 2005 Academy of Management Conference in Honolulu, Hawaii

Conference co-organizer: University of Victoria "Research Colloquium" in 2004-2006.

University of Victoria "Teaching Roundtables" in 2005-2006.

Popular Press

"What's Stopping Better Work Conditions in Offshore Factories?" 2020. Insight: <https://smith.queensu.ca/insight>.

"Research First Look: Behold the Global City" 2018. Insight: <https://smith.queensu.ca/insight>.

"How Small Players Look Big on a Global Stage" 2018. Insight: <https://smith.queensu.ca/insight>.

“These Professors Don’t Work for a Predatory Publisher. It Keeps Claiming They Do”. 2018. Chronicle of Higher Education. August 1.

“The true cost of keeping up with the Joneses.” 2016. The Globe & Mail. April 8.

“Three’s company?” 2016. Insight: <https://smith.queensu.ca/insight>.

“The Magnetic Power of Global Cities.” 2014. Insight: <https://smith.queensu.ca/insight>.

“Getting Team World on One Page.” 2014. Insight: <https://smith.queensu.ca/insight>.

“Would BlackBerry have been better off somewhere like Silicon Valley?” 2013. The National Post on September 30.

“Would BlackBerry have been better off somewhere like Silicon Valley? 2013. The Financial Post newspaper.

“Strategic Planning” 2007. The Times Colonist newspaper.

“Victoria Ice Garden.” 2006. The Times Colonist newspaper.

“Outsourcing.” 2006. The Times Colonist newspaper.

“Vancouver Island Technology Park.” 2006. The Times Colonist newspaper.

“Corporate Scandals and the Role of Lead Directors.” 2004. <http://www.bridges.com> on November 23.

Community Service

Committee Member, Kingston Social Services Recovery Task Force, 2020-present

Leadership Advocate, United Way: 2007

TV/Radio Commentator/Interviewee:

“Strategic management of entrepreneurial ventures.” Aired on A-channel 6 o’clock news on Feb 16, ‘07.

“The purchase of Canadian firms by American corporations.” Aired on Canada Now, CBC’s national news program, on January 27, 2006.

“The selling of Canadiana: are foreign multinationals buying up Canadian icons?” Special guest on Joe Easingwood’s CFAX 1070 Radio Current Affairs show on August 24, 2004.

Industry Experience

Vice President

November 1995-August 1997

Oxbow Carbon & Minerals, Inc., USA

Oxbow Carbon & Minerals, Inc. (OCM), is a privately-held multinational company with headquarters in Florida and annual revenues of over \$US 500 million. OCM is active in production, transportation, and marketing of various commodities around the world. My primary role was to develop new business with a particular focus on Latin America and Asia.

General Manager June 1992-October 1995
 Oxbow Carbon & Minerals, Inc., Canada
 Developed a sustainable industrial commodity trading book. I traveled widely in North and South America, Europe, and the Far East.

Manager November 1988-May 1992
 Pacific Basin Resources Ltd., Canada
 Expanded the company's niche in the raw materials West Coast trading business. My central focus was the expansion of our business in the US, Mexico, Venezuela, and Colombia.

Assistant Vice President April 1987-October 1988
 Westar Mining Ltd., Canada
 Managed the firm's \$40 million coal sales position in North and Latin America. I also assisted in the annual negotiation of major contracts in Japan and Europe.

Sales Manager October 1986-March 1987
 Noranda Inc., Canada
 Responsible for the sales of approximately \$20 million of product from an aluminum smelter in Quebec. Other duties entailed working with the technical personnel on product development, inventory management, and shipping procedures.

Marketing Representative June 1984-September 1986
 Noranda Inc., Canada
 Responsibilities included the management of our North American sales position of over \$13 million molybdenum.

Consulting & Executive Training

Bank of Beijing
 Capital City Executives Association
 Certified General Accountants of Canada
 Certified Management Accountants of Canada
 Computer and Systems Services, University of Victoria
 Global Bridge Corporation
 IMD – International Institute for Management Development
 Peking University
 Provincial Government of British Columbia
 Queen's School of Business Executive Management Training Program
 Royal Bank of Canada
 Saudi Industrial Development Bank
 Scottish Enterprise
 Taiyuan National High Technology Park
 University of West Indies
 Vancouver Island Technology Park