

Alan C. Middleton PhD.

Executive Education Centre,
Schulich School of Business,
York University,
4700 Keele Street,
Toronto, Ontario,
M3J 1P3, Canada.

2831,
33 Harbour Square
Toronto, Ontario
M5J 2G2, Canada

Tel:(416)861-9008

Phone: (416) 736-2100 x 33180
or: (416) 360-7917
Fax: (416) 360-6105
e mail: amiddleton@schulich.yorku.ca

PERSONAL DATA:

Birth Date: July 27, 1946
Marital Status: Divorced
Nationality: Canadian and British

CAREER:

September 2001 to date: **Schulich School of Business, York University, Toronto, Canada**
Executive Director, Schulich Executive Education Centre (SEEC) and
CLA Assistant Professor of Marketing.

Run the executive and management training group which holds some 300 public and custom programs per year for some 10,000 executives.
Teaching at the MBA and BBA levels.

September 1998 to August 2001: **Schulich School of Business, York University.**
CLA Assistant Professor of Marketing and Associate Director
International Executive Development.

Teaching at the MBA and BBA levels, and in charge of developing the international executive education business for Schulich.
Consulting/Training projects for clients like ACNielsen, Pfizer Warner-Lambert, and Unilever.
A frequent speaker on marketing and international business topics.

January - August 1998 **Rutgers University, School of Business, New Brunswick and Newark, New Jersey, USA**

Visiting Assistant Professor teaching MBA Marketing Communications (two sections in the Spring term) and Marketing Management, and BS(Bus) Marketing in the Summer term, at the New Brunswick and Newark campuses.

- September 1991 to December 1997** **Schulich School of Business, York University, and Independent Marketing Consultant/Trainer**
 January - December 1997
- Part – time Marketing Faculty and executive trainer in marketing and independent marketing consultant:
- Teaching Marketing Management, Marketing Communications, Consumer and Organisational Behaviour, International Marketing and International Strategy courses at the MBA and BBA level
 - Executive Development Programme instructor in Marketing for Clients like ATT Canada, Bell Canada, Sprint Canada, Statistics Canada, Stentor
 - Independent Marketing Consultant/Trainer for Clients like Business Development Bank’s ‘Nexpro’ program for Canadian exporters, CBC, Goddards (West Indies), Globe Information Systems, Manulife Financial, ACNielsen, Nortel, Quaker, Stentor, Thomson Newspapers, YTV..
- September 1991 - December 1996
- PhD Candidate, part-time Marketing Faculty and Independent Marketing Consultant/Trainer:
- Ph.D. programme, specialising in marketing, successfully defended dissertation in December 1996
 - Teaching Marketing Management, Marketing Communications, International Marketing and International Strategy courses at MBA and BBA level
 - Executive Development Programme instructor in Marketing
 - Independent Marketing Consultant/Trainer.
- April 1991 - August, 1991** **Consulting** in the Peoples Republic of China and Toronto, Canada.
- July 1989 - March 1991** **Executive Vice President and Board Member**
J. Walter Thompson Company Limited
President and CEO.
J. Walter Thompson Japan K.K., Tokyo, Japan.
- A US \$185 million advertising agency with 280 people and accounts such as De Beers, Esso, Ford, Kellogg, Kodak, Shiseido, Suntory, R.J. Reynolds, Toyo Jozo, Unilever and Warner-Lambert.
 - During 1990 won the following accounts: Kraft General Foods (cheese), Nestle-Mackintosh (confectionery), Haagen-Dazs Japan, Sakura Bank (international advertising) and Sumitomo Trading Company (corporate).
- Feb. 1982 - July 1989** **Enterprise Advertising Associates Limited, Toronto, Canada**
 (A JWT/WPP plc Company)
- Feb. 1986-July 1989 President
 Feb. 1982-Feb. 1986 General Manager
- In 7 years built Enterprise to a fully independent advertising agency

billing \$28 million and \$1 million profit, 38 people and 14 accounts (including multi-nationals such as Block Drug, Boyle-Midway (American Home Products), IBM, Melitta, McGuinness Distillers (RJR Nabisco), New York Life Insurance, Pitney Bowes, Primo (PET Inc.) Samsung and Speedy Muffler (Tenneco Automotive).

1975 - 1982

J. Walter Thompson Co. Toronto, Canada

1979 - 1982

Vice President, Client Services Director

- In charge of Bank of Montreal, Kodak, Pepsi-Cola, Ralston Purina businesses.
- Manager, Diversification and Acquisition for JWT Canada
- 1977 - 1980 Manager of New Business, planning JWT's new business effort, including leading the pitches that won Bank of Montreal and Ralston Purina.
- 1977 - 1982 Assisted in international new business pitches to Pepsi that won the account in Spain, UK, Mexico.

1977 - 1979

Account Director

- In charge of Pepsi-Cola Canada.

1975 - 1977

Account Supervisor

- On Effem Foods (Uncle Ben's Converted Rice), Warner Lambert.

1974 - 1975

BES/NCK Inc. Canada

Account Supervisor

- In charge of Bata Shoe Caribbean and Royal Bank of Canada - Canada, International and Caribbean
- Minority shareholder in company (2%)

1972 - 1974

AMCA Marketing Inc. Canada

President and 33% Owner of this small marketing consulting group with accounts in foodservice, packaged goods and services.

1968 - 1972

J. Walter Thompson Company, London England

1971 - 1972

Account Representative

- Worked on Access Credit Card and Kodak
- Participated in the new business team that won the Access Credit Card account.

1968 - 1971

Account Representative

- Worked on RHM Bakeries, Elida-Gibbs (a Unilever toiletries company) and Dunlop
- Spent three months in sales training with Lever Brothers
- Ran the NABS Charity activity in JWT for 1970

EDUCATION/COURSES/INTERNSHIPS

Education

- PhD - Schulich School of Business, York University, Toronto, Canada.
Topic: "Private Label or Public Brand" was a look at the development of grocery private labels internationally and its implications for manufacturer brands. (1991-1996)
- MBA - York University, Toronto, Canada
Specialised in Marketing (Major),
Behavioural Science (Minor);
Taken part time between 1973 - 1977.
- B.Sc. Sociology Hons,
London School of Economics and Political Science, London University,
England (1965 - 1968)
- Worcester College of Education, Worcester, England
1 Year of Teacher Training theory and practice (1964-1965)

Courses:

- JWT International Senior Management Course - Troutbeck (1983-1985)
- Institute of Canadian Advertising - Senior Management course
- Synectics training
- General business training at London Business School, University of Western Ontario Business School

Internships:

- **Summer 1968, Esso Petroleum, Oslo, Norway**
 - Evaluation of the siting of gas stations and refineries throughout Scandinavia
 - Evaluation of the "Tiger" advertising campaign in Scandinavia
- **Summer, 1967 UOP Co. Des Plaines, Illinois, USA**
 - Marketing Plans done for the first time for the Water Purification, Scientific Instrument divisions plus an overall 10 year economic assessment

PERSONAL AND PROFESSIONAL ACTIVITY

Awards

- Inducted into the American Marketing Association AMA Canadian Marketing Hall of Legends in the Mentor category in 2005.
- Received the Association of Canadian Advertisers ACA Gold Medal for contribution to marketing in 2012
- Received Queen Elizabeth II Diamond Jubilee Award for services to literacy in 2012
- Received International Association of Business Communicators Toronto Communicator of the Year award 2015

Directorships/Professional Involvement:

- ABC Life Literacy Canada - Board Member 2001 - 2014, Deputy Chair 2002, Chair June 2003 – June 2009
- AIESEC Canada – Board Member 2007 - 2016
- Canada-Japan Society - Vice President 1993-1998; Director 1993 - 2003
- Canadian Advertising Success Stories (Cassies) – co-founder and committee member 1991-1997, Judge of first (1993) Cassies
- Leger Marketing – Member Academic Advisory Committee since 2007
- Marketing Hall of Legends – Chair Judging Committee since 2007, member Mentor Exchange Committee
- Marketing Magazine – Chair, Editorial Advisory Board 2001 - 2007
- Ontario Ministry of Health, member Advisory Committee Healthy Ontario.com 2002 -2007
- Ontario Tourism Marketing Partnership - member Marketing Performance Committee since 2001;
- Product of the Year Awards – Chair of Judging Committee from 2009
- Royal Ontario Museum - Honorary Trustee, Member of the Honorary Trustees Executive Committee since 2002; Member of the Marketing Advisory Committee since 2008; Member of the Board of Trustees 1996 – 2002
- Sunnybrook Hospital – Board Communications Committee member 2009 to date
- Toronto Financial Services Alliance/Centre of Excellence in Financial Services – Co-Chair Communications Committee 2004 – 2006, member 2006-2009; member Talent Advisory Council and Marketing & Promotion Advisory Committee 2009 to date
- Toronto International Film Festival Group, member Branding Committee 2003 - 2005
- United Way of Greater Toronto - Member of Marketing Committee 1992 - 2005

Memberships:

- Administrative Sciences Association of Canada
- American Academy of Advertising
- American Archaeological Association
- American Marketing Association
- Art Gallery of Ontario
- Association for Consumer Research
- Canadian Opera Company Friend
- Pen Canada
- Royal Ontario Museum
- The Society for the Study of Egyptian Antiquities
- Toronto Symphony Orchestra Maestro's Club

- Stratford Shakespearean Festival Foundation

Personal Interests/Activities:

- Swimming, travel, the arts (painting, theatre, music, opera), amateur archaeology (pre-Columbian America, Egypt, China and Japan), bridge, reading, etc.

Executive Development

(a) Through SEEC:

- Regularly instruct in the following programs: Masters Certificate in Marketing Communications Leadership and Masters Certificate in Brand Communications for both public and custom programs.
- Regularly instruct Marketing, International Marketing and Strategic Management for Amex, AECL, Beijing TV and Chongqing Media Group, Rogers Communications
- Co-developed an "Introduction to Marketing" course for Statistics Canada that was taught from 1994 to 1998;
- Part of the 5 person team that trained Stentor and Bell Canada in "Marketing Management", "Strategic Marketing/Planning" and "International Marketing" from 1992 – 1997 and "Marketing Concepts and Practice" 2004- 2006;
- Developed and taught the "Marketing", "International Marketing" and "Idea Generation" sections of SEEC's 1997 - 2004 Executive Program;
- Co-developed and taught a general "International Marketing" Seminar that was held twice a year from 1992 - 1996;
- Developed and taught an "International Marketing" course for Long Manufacturing;
- Developed and taught a "Marketing Plan Development Workshop" for Bell Canada and Bell Institute of Professional Development, and Nielsen Marketing Research;
- Developed and taught a "Marketing Plan Development" Workshop for ATT Canada (1998);
- Developed and taught a "New Products" Workshop for Sprint Canada (1999), and Manulife Financial (2000).

(b) Directly: 1991 - 2001

- Developed and taught a "Marketing Context" seminar for the Institute of Canadian Advertising in 1999 - 2004;
- Adapted and taught the international Unilever "ABC Communications" system to Unilever marketing personnel in 2000, 2001 and 2003
- Developed and taught a "Strategic Marketing/Planning" seminar for ACNielsen North American Region in 2000 and 2001;
- Developed and taught a "Strategic Marketing/Account Planning" workshop for the Toronto Star packaged goods sales group;
- Developed and taught an "Account Planning" workshop for YTV,

Toronto;

- Developed and taught a “Direct/Data based Marketing” seminar for the CIT Group, New Jersey, USA;
- Developed and taught a “Branding” seminar for Saatchi and Saatchi Advertising, New York;
- Developed and taught a “Strategic Marketing” Seminar for Nortel Directory and Operator Services group (US) through MICA Consultants.
- Developed and taught a “Strategic Marketing” Seminar for Globe Information Systems division of Thomson Newspapers through MICA Consultants.
- Developed and taught an “Account Management” training programme for the CBC Sales and Marketing team in 1998 and 1999;
- Developed and taught “Developing a Marketing Strategy for East Asia” to the Asia Pacific Foundation, East Asia Business Certificate Course in 1995, for North East Asia in Fall 1996 and “South East Asia” in Spring 1996 and Fall 1997.
- Developed and taught a 'Marketing Plan Development Workshop' for Emco Ltd's Custom Products Group.
- Developed and taught a 'Business Planning Workshop' for Thomson Newspapers through MICA Consultants.
- Taught the Business Development Bank of Canada's, "New Exporters Training and Counselling Program" (NEXPRO) in the 1998, 1997 and 1996 seasons.
- Developed and taught a Marketing training session for Goddard Enterprises Limited, Bridgetown, Barbados given in May, 1996.
- Developed and taught the Guelph University "Advanced Management Program for the Hospitality Industry", (AMPHI), Marketing section in 1999, 1998 and 1995 and guest lectured in the 1996 program.
- Co-developed and taught a Business Development Workshop (3 x 2 hour session) for the Blake, Cassels and Graydon legal firm.
- Co-developed and taught a marketing seminar for General Mills Canada and the Ontario Government.

Consulting:

Projects 1991 – 2001 included:

- consultant to a small electronics company about their strategic direction and plan;
- consultant to a major packaged goods company on managing it's brand equity;
- managed a Strategic Planning and Marketing Planning process for a major research company;
- managed the advertising agency selection for a major Toronto tourist attraction;
- facilitation of a market 'positioning' for a major mutual fund company;
- facilitation of a market 'positioning' for a major Canadian bank;
- 'best practices' research on marketing for a major Canadian insurance company.
- a global pricing and distribution policy for an industrial company;
- a business strategy for a marketing communications group;

- an Asian entry strategy for a major Canadian brewer;
- a branding strategy for Ontario Hydro.

Expert Witness Testimony:

Appeared in five cases: i) on behalf of Coors in Coors vs. Molson for Tory, Tory; 2000
 ii) on behalf of Unilever Canada in Unilever vs Procter & Gamble
 “Bounce” for McCarthy Tetrault; 2002
 iii) on behalf of Fasken in Fasken vs Carefoot for Blake Cassels. 2009
 iv) on behalf of Pepsi Canada in Pepsi vs Montreal Forum for McCarthy
 Tetrault 2009/2010
 v) on behalf of Schering-Plough in Coppertone case for McCarthy Tetrault
 2009/2010
 Written opinions for vi) on behalf of Capital G in case against Target Communications for Cox
 & Palmer, St Johns 2010

Recent Speeches/Presentations – only those since January 2011 included:

March 2016	Schulich@50, Toronto “It Doesn’t Matter if the Cat is Black or White as long as It Catches Mice – a Peek into Contemporary China”
February 2016	Scotiabank Marketing Learning Day, Toronto “Building a Great Brand – the Customer Focus Imperative”
February 2016	Schulich IMBA Alumni, Toronto “Impacts of the Multiple Black Swan World on Domestic and International Business”
February 2016	Roundtable Toronto, “It Doesn’t Matter if the Cat is Black or White as Long as It Catches Mice – A Peek into Contemporary China”
November 2015	CPA Ontario, Toronto “Impacts of the Multiple Black Swan World on Domestic and International Business”
November 2015	Mississauga Government, Mississauga “Building an even stronger City Brand – the role of great Customer Service”
October 2015	Playback Summit, Toronto ‘Building a Stronger Business Brand”
March 2015	IABC Communicators Award, Toronto “Imparting and Exchanging – Communications Priorities in 2015 and Beyond”
January 2015	Advertising Week, Toronto “Customer Centricity and Brand Building”
February 2014	Magna International, Toronto

	“Marketing for Engineers”
February 2014	WIN- Gallup Conference, Zurich, Switzerland “Building Global Brands”
February 2014	Canadian Council of Public Relations Firms, Toronto, “The Times they are A’Changin – Still – 51 years on”
January 2014	ROM Bishop White 35 th Anniversary Lunch, Toronto, “The Assumption of Consumption – the new Chinese Concept of Consumerism”
January 2014	Advertising Week, Toronto, “The Times they are A’Changing – Still – 51 years on.”
July 2013	Telus, Vancouver, “Customer – Brand Bonding”
June 2013	WIN-Gallup Conference, Rome, “Building Brands Globally”
June 2013	MDC, Toronto, “The Times they are A’Changing”
May 2013	Subway Canadian Leaders Forum, Toronto, “Brand and Business Building – Stay the Course, but Update the Ship”
November 2012, January 2013	Association of Canadian Advertisers, Montreal, Toronto, Calgary and Vancouver, “Measuring Marketing Communications in an ever-changing World – the role of the MarCom Dashboard”.
October 2012	RDI/Infopresse Conference, Montreal, “Measuring Marketing Communications in an ever changing world – the role of the MarCom and Sponsorship Dashboard”.
October 2012	Optometrists Association Ontario, Burlington, “Service Excellence”
September 2012	Canadian Association of Communicators in Education, Niagara, “The Ever- Changing Educational Brandscape – Finding Your Place”.
September 2012	The Straight Goods Seminar on Labour’s Image, Toronto, “Brand Building – Improving reputation, enrolment and loyalty”
May 2012	Subway Franchisee Meeting, Vancouver “Building Business and Brand”
May 2012	Schulich School of Business IMBA Alumni Day, Toronto, “Agile Leadership Lessons”
November 2011	Schulich School of Business Alumni Connect “Agile Leadership Lessons”
May 2011	Reputation Institute, Montreal “Brand & Reputation Building”

April 2011	AMA Bootcamp on Social Media, Toronto, “Dashboard Measures and Social Media”
April 2011	Ontario Association of Certified Engineering Technicians and Technologists, Niagara, panel on Demographic, Economic, Social and Technology Trends
April 2011	Sponsorship Marketing Conference, Toronto: Conference Moderator
March 2011	Sick Kids Hospital, Toronto, “Building a Hospital Brand”
February 2011	Investment Brokers Association of Canada, Niagara: panel discussions on future trends in consumer behaviour
November 2010	Canadian Society for Training & Development, 2010 Conference, Toronto, “Strategic Agility Training”
September 2010	Canada-India Education Synergy Conference, Toronto “The Hare and the Tortoise – a look at India – Canada educational activity and opportunities inside and outside the corridor”
June 2010	Canadian Association for University Continuing Education (CAUCE), Fredericton, New Brunswick, “The Times they are ‘A-Changing’ – time for a branded focus on Life Long Learning”
May 2010	Canadian Water Quality Association, Niagara, “Marketing Trends”
April 2010	Canadian Hardware & Housewares Association, Toronto, “Brands – What keeps them great!”
March 2010	Scotiabank/Corporate Planning Associates, Toronto, “Building Your Brand - Charting Your Leadership Journey”
March 2010	IBM-US, Armonk, NY, US, “Measuring Brand Equity, Brand Value and MarCom Returns”
January 2010	Merck, New Jersey, US, “Measuring MarCom Returns”
November/December 2009	Leger Marketing Breakfast Series, Toronto, Edmonton, Calgary “Brand Traitors – how organizations are disloyal to their customers”
November 2009	Investment Counsel Association of Canada, Toronto, “Building Your Business/Brand”
October 2009	Registered Deposit Brokers Association, Toronto, “Building Your Business/Brand”
October 2009	Scotiabank Global Retail Group, Toronto, “Brand Building – Similar

Principles, Changing Practices”

October 2009	Schulich School of Business Alumni Association, Toronto, “40 Years On”
September 2009	Leger Marketing Ottawa Breakfast Series, Ottawa, “Nation Branding vs. Commercial Branding – Similar Principles, Different Practices”
September 2009	Synergy III Canada-China-India Education Conference, Toronto, “Canada’s International Engagement – the Way Forward”
June and July 2009	Tim Hortons Store Owners Symposium, Niagara and Banff, “The Good, Bad and Ugly of Branding”
April 2009	Sponsorship Marketing Conference, Toronto “May You Live in Interesting Times”
March 2009	Canadian Museums Association, Toronto Panel: “The 12R’s of Managing the Recession”
September 2008 - January 2009	ACA, ICA, Toronto, Montreal, Calgary, Vancouver, Halifax “Come Together – A Look at Client-Agency Relations”
September 2008	ESOMAR Congress, Montreal “Brands – Next Frontiers”
June 2008	Ontario Dairy Council, Niagara “The Three P’s of Innovation”
April 2008	NDMAC Conference, Toronto “Private Label or Public Brand”
November 2007	Confectionary Manufacturers Assoc, Toronto “Managing Marketing to build strong brands”
October 2007	Chengdu Media Group, Chengdu, China “Marketing Minefields – the threats/opportunity for the Media industry globally”
October 2007	Deloitte Russia Partners Meeting, Moscow, Russia “Innovation – process and Product”
October 2007	Deloitte Canada Partners Meeting, “Building Your Personal Brand”
September 2007	Leger Marketing Annual Meeting, Montreal, “Managing Brands – Principles and Practices”
September 2007	CanWest Leadership Conference, Chateau Montabello, Quebec “Marketing Minefields – the threats to the Media Industry”
June 2007	Coffee Association Conference, Toronto, “Brand Building – Similar Principles, Changing Practices”

May 2007	Environics Communications, Toronto, “Managing Brands – Similar Principles Changing Practices”
April 2007	Tourism Saskatchewan Spring Conference, Regina, “Building Effective Marketing Communications, Inside and Outside Your Organization”
October 2006	Canada Tourism Leadership Summit, Jasper, Alberta “Is Canada boring, or does it just need re-branding”
September 2006	Marketing Hall of Legends Leadership Exchange, Toronto “Communitarian Strategy – a brand building concept for 2008 and beyond”
August 2006	Incentive Works, Canada’s Meetings & Incentives Show, Toronto “Marketing Events in an Attention-Deficit Economy”
May 2006	NAFFEM Show, Montreal “Managing a Luxury Brand”
April 2006	PHSN Conference, Toronto “The Role of Digital Signage as part of the Marketing Communications Mix”
March 2006	TVO ‘Big Ideas’ Program, “Is the Nation State at an end, or does it just need re-branding?”
February 2006	2 nd Digital Media Summit, Toronto, “The Role of Digital Signage as part of the Marketing Communications Mix”
January 2006	Market Research & Intelligence Association, Toronto “Research in the Drivers Seat – the Role of Market Research in building MarCom Dashboards”

TEACHING EXPERIENCE

A) Globally:

2006, 2007	Taught classes at Moscow State University, Department of Economics and Guanghua School of Business, Peking University
2004, 2005	Taught individual classes at Higher National School of Economics, Moscow and Nishny Novgorod, Russia and Sichuan and South West Normal Universities in China
August 2003	NIDA, Bangkok, Thailand, MBA course on International Marketing
August 2002 and 2001	Yonok College, Lampang, Thailand, EMBA course on Business Strategy;
August 2002, December 2000, August 1999 and 1998	: ChiangMai University, Thailand,

EMBA course on International Marketing;

July 2000 and June 1999 : IDEA (Management Development Institute of Argentina),
Buenos Aires, Argentina; MBA course on International
Marketing

B) At Rutgers University 1998/1999:

Summer 1998 MBA Marketing Management (New Brunswick)
BA (Bus.) Marketing (Newark)

Spring 1998 MBA Marketing Communications (New Brunswick)
MBA Marketing Communications (Newark).

C) At York's Schulich School of Business¹

In 1994 won 'Outstanding Educator's' award (top teaching award) for BBA teaching in the school. In 1995 was a finalist for the same award for both MBA and BBA programmes and was awarded a "special contribution" award. In 1996 was again a finalist for the BBA program award. In 1999 was second for the 'Schulich Awards for Teaching Excellence' and in 2001, 2002 and 2007 was a finalist again.

Note from 1998 the evaluation system changed: individual measures such as "Instructor presented ideas/concepts clearly" have consistently been above 6 on a 7 point scale. Courses only listed from January 2006:

Marketing:			<u>Instructor.*</u>			
			<u>Well Organized</u>	<u>Presented ideas clearly</u>	<u>Showed enthusiasm</u>	<u>Dealt well with questions</u>
Fall 2015	6100	MBA Marketing Communications	6.6	6.5	6.5	6.6
	4550	BBA Brand Management	6.6	6.7	6.9	6.7
Fall 2014	6100	MBA Marketing Communications	6.2	6.1	6.5	6.2
	4400	BBA International Marketing	6.5	6.4	6.8	6.6
Fall 2013	6400	MBA International Marketing	6.4	6.5	6.7	6.6
	6100	MBA Marketing Communications	6.1	6.1	6.6	6.2
Fall 2012	6400	MBA International Marketing	6.4	6.3	6.5	6.5
	6100	MBA Marketing Communications	6.4	6.5	6.8	6.8
Fall 2011	6400	MBA International Marketing	6.6	6.6	6.7	6.7
	4400	BBA International Marketing	6.5	6.5	6.6	6.5
Winter 2011	6550	MBA Brand Management	6.1	6.1	6.8	6.4
	4400	BBA International Marketing	6.6	6.8	6.8	6.8

*. Instructor/course rating based on a 1-7 scale with 7 as the highest.

Winter 2010	6400	MBA International Marketing	6.4	6.7	6.8	6.6
	4400	BBA International Marketing	6.5	6.6	6.8	6.6
Winter 2009	6400	MBA International Marketing	5.9	5.9	6.4	6.1
	4400	BBA International Marketing	6.4	6.4	6.6	6.5
Winter 2008	6400	MBA International Marketing	6.3	6.5	6.5	6.6
	4400	BBA International Marketing	6.8	6.6	6.8	6.7
Winter 2007	6100	MBA Marketing Communications	6.3	6.4	6.6	6.4
	4100	BBA Marketing Communications	6.8	6.9	6.9	6.8
Winter 2006	6400	MBA International Marketing	6.7	6.6	6.9	6.8
	4400	BBA International Marketing	6.5	6.5	6.5	5.8

Other: Strategy:

1992-Present	Mgmt 6010	Faculty Advisor on various company strategy study groups required for the 6010 'capstone' course to the York MBA - instructor average 6.67
Summer 1995, 1994 and Winter 1993	Intl 6054	Int'l MBA Country Study Course - classes given on Japanese Marketing
Summer 1995	Intl 6041	'Export Marketing' module of Int'l MBA Region Study course
Summer, 1993	Intl 6000	Int'l MBA - International Strategy Formulation and Implementation - instructor rating, 6.56
Winter, 1993	Mgmt 1000	Tutor for BBA Programme

RESEARCH EXPERIENCE:

- 1991-1992**
- **Research Assistant, Professor Roger Heeler**
 - Research and writing paper on Trade Promotion Activity in Canada
 - Research and writing paper on reliability and validity practices in academic and commercial research

PUBLICATIONS AND CONFERENCE PAPERS:

- *"Brand Doctor"* a monthly column in Marketing Magazine since January 2014
- *"Measuring Marketing Communications effectiveness in an ever changing world - the role of the MarCom Dashboard"* edited Alan Middleton, published ACA September 2012
- *"The Journey from Brand Equity to Brand Value: measuring a critical strategic business system"* Brand Finance Journal Fall 2012

- *“The Times they are A-Changing – Time for a major emphasis on the 3 x Ls of Life Long Learning at Canadian Universities”* Canadian Journal of University Continuing Education Vol. 37 #2 Fall 2011
- *“An Examination of the Major Challenges Impacting University Delivered Executive Education”*, by Wesson, Barrows, Barrows and Middleton, a chapter in *“The University as a Business”* ed Rondo-Brovetto and Saliterer pub.2011
- *“City Branding and Inward Investment”* a chapter in Keith Dinnie’s *“City Branding – Theory and Cases”* pub. 2011 Palgrave Macmillan
- *“Brand Treachery – the failure of marketers to keep a brand’s positioning and proposition up – to – date”* a chapter in the *“The Disloyal Company”* 2009 Les Editions Transcontinental
- *“Come Together – a guidebook for enhancing the value of the client-agency relationship in the marketing communications industry”* for the ACA/ICA/AAPQ September 2008
- *“Ikonica – A Fieldguide to Canada’s Brandscape”* co-authored with Jeannette Hanna, pub. Douglas & McIntyre 2008
- *“Marketing Magazine”* – a monthly column January 2004 – December 2007
- *“Measuring Marketing Communications returns: ROI or Dashboard”* for the Association of Canadian Advertisers 2004
- *“Integrated Marketing Communications”* a chapter in *“Excellence in Brand Communications”* pub. ICA 2003
- *“The Marketing Communications Supply Chain - a look at PBR”*, co-authored with Alan Kay and Richard Wolfe, for the Association of Canadian Advertisers, 2001
- *“Private Label or Public Brand? A look at the meaning of Retailer Brands”* - a conference paper for the American Psychological Association, Society of Consumer Psychology Division, Conference 1996.
- *“Organisational Adaptation and Cognitive Change: A case study of Pepsi Canada”* by D. Nath, S. Newell and A. Middleton – paper for Strategic Management Journal.
- *“Canadian Advertising Success Stories - Cassies I”* - a book of advertising cases co-edited with James Dingwall and George Clements, 1994.
- *“Exploring Coherence between Business/Marketing Strategies and Brand*

Strategies through Manager's Mental Maps" by D. Nath, S. Newell and A.C. Middleton - a conference paper for the 1994 Marketing Science Conference

- *"Advertising Works"* and *"Advertising Works II"* - a book co-authored with John Dalla Costa, Institute of Canadian Advertising, 1993 and reissued and updated for a second edition in 1997.
- *"Japanese Advertising - the same but different"*, Japan Economic Journal, December 29, 1990.

Case Writing:

- 1) "*Cadbury Canada: the launch of 'Time Out'*", a marketing case co-authored with an MBA student Rhonda Isenberg during her 1998 reading course;
- 2) "*Atac Steel Limited*" a policy case co-authored with Professors Campbell and Peridis for Canadian Graduate Business Conference 1994 and subsequently used in International Marketing and International Strategy courses.
- 3) "*Tendadent*", 1994 - a statistics case co-authored with Professor Tryfos and used for MBA Statistics courses.

