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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**
January -
December 1997

**Schulich School of Business, York University,
and Independent Marketing Consultant/Trainer**

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
- Syntectics 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 Canadian Marketing Hall of Legends in the Mentor category in 2005.

Received Association of Canadian Advertisers ACA Gold Medal in 2012

Received Queen Elizabeth II Diamond Jubilee Award in 2012

Directorships/Professional Involvement:

- ABC Life Literacy Canada - Board Member since 2001, Deputy Chair 2002, Chair June 2003 – June 2009
- AIESEC Canada – Board Member since 2007
- 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

Regularly instruct in the following SEEC programs: Masters Certificate in Marketing Communications and Masters Certificate in Brand Communications for both public and custom programs.

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

Speeches/Presentations

Deliver speeches on International Business, Marketing and Executive Education topics 7 – 10 venues per year.

Teaching Experience

A) Globally:

- 2007, 2006 Taught classes at Moscow State University, Department of Economics and Guanghai School of Business, Peking University
- 2005, 2004 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 Taught at NIDA, Bangkok, Thailand, MBA course on International Marketing
- August 2002, 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.

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

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 2013	6400	MBA International Marketing				
	6100	MBA Marketing Communications				
Fall 2012	6400	MBA International Marketing				
	6100	MBA Marketing Communications				
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
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:

- *“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 to be published in 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.

