

June 30, 2015

Profile of Dr. C. Brooke Dobni, B.Comm, MBA, Ph.D.



Dr. Brooke Dobni is a Professor of Strategy at the Edwards School of Business, University of Saskatchewan. He is the current holder of the PotashCorp Chair for Saskatchewan Enterprise, an endowed research chair, and the past holder of the Wilson Centre for Entrepreneurial Excellence Scholar at the University of Saskatchewan. From 2004 to 2012, his administrative contributions included serving as the Acting Dean, Associate Dean,

and Department Head of Management and Marketing at the Edwards School of Business. During his administrative tenure, among other things, Dr. Dobni brought the downtown campus to reality. The 17,000 square foot K.W. Nasser Centre, opened in 2009, and now houses the Edwards Executive Education programs. The donation that followed by the Nasser family resulted in the largest individual gift in the history of the U of S, of \$11 million.

On the research side, Dr. Dobni focuses on identifying innovation enhancers, and defining the relationship between strategy, innovation, and performance in organizations. He has published over 30 articles including FT45 publications on strategy and innovation, in journals including the Strategic Management Journal, Business Horizons, Journal of Business Strategy, the European Journal of Innovation Management, Crafting and Executing Strategy, and Ivey Business Quarterly to name a few. He recently completed one of the largest surveys to measure innovation culture ever done amongst Fortune 1000 companies in the United States.

Dr. Dobni teaches strategy in the Edwards MBA program. He has also been a visiting professor (Erskine Fellow) at Canterbury University in Christchurch, New Zealand, the Ivey Business School at the University of Western Ontario, and the University of Hawaii – Hilo.

On the professional services side, Dr. Dobni's expertise lies in the areas of innovation orientation profiling, and providing strategic counsel to organizations wanting to advance their innovation orientation. His metric for measuring innovation culture, InnovationOne, has been used by over 2000 organizations across North America. He founded Strategian in 1995 (www.innovationone.org), a consulting organization currently joint ventured with Lodestar Corp from Princeton, New Jersey (www.lodestarlink.com). Combined, they have completed consulting engagements, with organizations such as EDS, Hitachi, PotashCorp, Federated Co-op Ltd., Cameco, GE Healthcare, Pfizer, America Express, J.P. Morgan, and Oracle.

He holds a Ph.D. in strategy from the University of Bradford, Bradford-Leeds, UK. Bradford is one of 57 business schools in the world to attain a Triple Crown accreditation (AACSB, EQUIS and Association of MBAs). He has an MBA and a B.Comm from the University of Saskatchewan.

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**CURRICULUM VITAE
for
DOBNI, Christopher Brooke**

**Department of Management and Marketing
Edwards School of Business
University of Saskatchewan**

1. PERSONAL:

Date of Birth: November 16, 1959

2. ACADEMIC CREDENTIALS:

B.Comm, University of Saskatchewan, 1986, College of Commerce

M.B.A., University of Saskatchewan, 1988

Ph.D., University of Bradford, 1998, Bradford-Leeds, UK.

(The University of Bradford – School of Management is one of 57 business schools in the world to attain a Triple Crown accreditation (AACSB, EQUIS and Association of MBAs)).

Thesis topic: "Market Orientation and Market Strategy Profiling: An Empirical Test of Environment-Strategy Coalignment and its Performance Implications in the Telecommunications Industry in the United States."

3. OTHER CREDENTIALS:

C.M.C. (1994 - 2004), Institute of Certified Management Consultants of Canada

4. APPOINTMENT(S) AND PROMOTION(S):

PotashCorp Chair for Saskatchewan Enterprise, University of Saskatchewan,
January 1, 2014 – June 30, 2016

Dean, (Acting) Edwards School of Business, July 1, 2009 – June 30, 2010

Associate Dean, Edwards School of Business – Professional Programs, July 1,
2008 – June 30th, 2012

Head – Department of Management and Marketing, College of Commerce,
University of Saskatchewan, July 1, 2007 – June 30, 2009

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Professor, Department of Management and Marketing, University of Saskatchewan, July 1, 2007

Scholar, W. Brett Wilson Centre for Entrepreneurial Excellence, July 1, 2007 – June 30th, 2011

PotashCorp Chair for Saskatchewan Enterprise, University of Saskatchewan, July 1, 2006 – December 31, 2009

Acting Chair, Agri-business Specialization, MBA Program, University of Saskatchewan, July 1, 2006 – June 30, 2007

Acting Head – Department of Management and Marketing, College of Commerce, University of Saskatchewan, July 1, 2003 – June 30, 2004

Associate Professor (tenure track), Department of Management and Marketing, University of Saskatchewan, July 1, 1999 - present. *Granted tenure July 1, 2002*

Assistant Professor (Term in-scope), Department of Management and Marketing, University of Saskatchewan, July 1, 1998 – June, 30 1999

Faculty Director, Business Consulting Services, College of Commerce, July 1, 1991 - June 30, 1994

Faculty Director, Community Development Partnership Program, College of Commerce, January 1, 1991 - July, 1992

Assistant Professor (Term out-of-scope), Department of Management and Marketing, University of Saskatchewan, July 1, 1991 – June 30, 1998.

Assistant Professor (Term in-scope), Department of Management and Marketing, University of Saskatchewan, July 1, 1990 – June 30, 1991

Lecturer (Term in-scope), Department of Management and Marketing, July 1 1988 – June 30, 1990

5. ASSOCIATE MEMBERSHIPS:

Not Applicable

6. LEAVES:

Sabbatical Leave – University of Saskatchewan, Jan 1, 2014 – June 30, 2014

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Administrative Leave – University of Saskatchewan, July 1, 2011 – June 30, 2012

Visiting Professor of Marketing (Sabbatical) – University of Hawaii at Hilo, Hilo, Hawaii, July 1, 2004 – June 30, 2005.

Erskine Fellow, University of Canterbury, Christchurch, New Zealand, April 2000 – June 2000

Bradford Management Centre, University of Bradford, Bradford-Leeds, UK. Ph.D., 1994-1998

7. HONOURS (MEDALS, FELLOWSHIPS, PRIZES):

Highly Commended Award from MCB University Press - Literati Club (2001). Awarded by the Editor and Editorial Advisory Board members for the paper "Market Orientation and Market Strategy Profiling: An Empirical Test of Environment-Behaviour-Action Coalignment and its Performance Implications."

Saskatoon Commerce Students' Society Most Approachable Professor Award nomination (1999)

The University of Saskatchewan - George W. Ivany Internationalization Award nomination (1998)

Saskatoon Commerce Students' Society Most Effective Professor Award nomination (1996)

Saskatoon Commerce Students' Society Most Approachable Professor Award nomination (1996)

University of Saskatchewan Master Teacher Award nomination (1996)

University of Saskatchewan Student's Union Teaching Excellence Award nomination (1995)

Saskatoon Commerce Students' Society Most Approachable Professor Award nomination (1995)

ASAC Best Paper Award for "Entrepreneurship and the Odds of Survival for Small Business." (C. Bergh, R. Lepnurm, C.B. Dobni) ASAC Conference, Halifax, June (1994)

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University of Saskatchewan Student's Union Teaching Excellence Award
nomination (1994)

8. PREVIOUS POSITIONS RELEVANT TO U OF S EMPLOYMENT:

Analyst and Development Consultant, Department of Western Economic
Diversification, Government of Canada, Saskatoon, Saskatchewan, April 1988
– September 1992 (contract consultant)

Sessional Lecturer, University of Regina, Native Business Management
Course, Saskatoon, Saskatchewan, May – June, 1989

Director of Purchasing, Saskatoon City Hospital, Saskatoon, Saskatchewan,
August 1986 – December, 1988

Business Consultant, Business Consulting Services, University of
Saskatchewan, Saskatoon, Saskatchewan, 1986 (term)

Internal Auditor, Federated Co-operatives Limited, Saskatoon, Saskatchewan,
1986 (term)

Assistant Controller, United Canso Oil and Gas - Calgary/Edmonton, Alberta,
June 1980 – June 1983

9. TEACHING RECORD:

2014 -15

MBA 803 – Business and Society

MBA 828 – Business Strategy

Comm 498 – The Management of Innovation (experiential travel course to
Silicon Valley)

2013-14

MBA 828 Strategic Management

MBA 803 Business and Society

2012-13

MBA 828 Strategic Management

MBA 803 Business and Society

COMM 401 Business Policy

2011-12

Admin Leave – no teaching duties

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<u>2010-11</u>	
BAC 38	Business Strategy
<u>2009-10</u>	
MBA 828	Strategic Management
BAC 38	Business Strategy
<u>2008-09</u>	
MBA 828	Strategic Management
<u>2007-08</u>	
ENT 310	Marketing for Entrepreneurial Ventures
MBA 828	Strategic Management
<u>2006-07</u>	
MBA 828	Strategic Management
MBA 822	Agribusiness Management
MBA 820	Agribusiness Management
<u>2005-06</u>	
MBA 828	Strategic Management
COMM 401	Business Policy
<u>2004-05</u>	
MBA 828	Strategic Management
MKT 399	Marketing Research (University of Hawaii)
MKT 394	Advanced Strategic Marketing (University of Hawaii)
<u>2003-04</u>	
COMM 204	Introduction to Marketing Management
MBA 822	Agribusiness Management
MBA 820	Agribusiness Management
<u>2002-03</u>	
COMM 102	Introduction to Business Management (engineering section)
MBA 992	Project in Business Research Methodology
COMM 401	Business Policy
MBA 820	Agribusiness Management
<u>2001-02</u>	
COMM 102	Introduction to Business Management (engineering section)
MBA 992	Project in Business Research Methodology
MBA 859	Venture Management

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2000-01

COMM 102	Introduction to Business Management (engineering section)
MBA 992	Project in Business Research Methodology
MBA 859	Venture Management
COMM 346	The Commercialization of Biotechnology

1999-00

COMM 102	Introduction to Business Management (engineering section)
MBA 992	Project in Business Research Methodology
MBA 859	Venture Management
COMM 492	Agri-Business Venture Management (agriculture section)
COMM 401	Business Policy

1998-99

COMM 401	Business Policy
MBA 859	Venture Management
COMM 447	Entrepreneurship and Small Business Management
MBA 898	Special Topics

1994-1998 Ph.D. studies

1993-94

MGT 443	Business Policy
MGT 444	Business Policy II: Business Simulation
BAC 38	Business Policy II: Business Simulation
MBA 898	Special Topics

1992-93

MGT 444	Business Policy II: Business Simulation
MGT 443	Business Policy
BAC 38	Business Policy II: Business Simulation

1991-92

MGT 444	Business Policy II: Business Simulation
MGT 443	Business Policy
BAC 38	Business Policy II: Business Simulation

1990-91

MGT 444	Business Policy II: Business Simulation
MGT 443	Business Policy
BAC 38	Business Policy II: Business Simulation

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1989/90

MGT 444	Business Policy II: Business Simulation
MGT 443	Business Policy
OB 243	Introduction to Organizational Behavior
BAC 38	Business Policy II: Business Simulation

1988/89

OB 243	Introduction to Organizational Behavior
MGT 444	Business Policy II: Business Simulation
MGT 345	Business and Public Policy
BAC 38	Business Policy

10. THESES SUPERVISED:

Ph.D.	Identification and Analysis of the Flow of Knowledge and its Contribution to the Development of the Local Agricultural Biotechnology Innovation Cluster; Camille Ryan, March 2007 (committee member)
Ph.D.	Physician Views on Quality; Wallace Lockhart, March 2007 (committee co-chair)
M.Sc.	The Balanced Scorecard: Structure and Use in Canadian Companies; Marvin Soderberg, April 2006 (external examiner)
MBA 994	Assessing Facilities Management Performance: A Case Study; Rupam Faruquee (committee member)
MBA 994	Artificial Neural Networks and its Application as a Diagnostic Tool for Business Process Analysis; Kim Young, April 2003 (committee member)

11. BOOKS, CHAPTERS IN BOOKS, EXPOSITORY AND REVIEW ARTICLES:

Allen, T., Dobni, D.M., and Dobni, C.B., 1999. "Agri-Business Marketing - A Series of Case Studies." ISBN #1-894148-50-9

Dobni, C.B., Painter, M., Brown, B., Brown, L., and Allen T., 1999. "The Agri-Business Management Development Program Manual"

Dobni, C.B., and Painter, M., 1996. Venture Management: Building Your Business with a Business Plan. University of Saskatchewan, 249 pp.

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Dobni, C.B., 1994. Sid's Sunflower Seeds (A) - Entry Into Major League Baseball. A Case Study. In C. W. Hill and G. R. Jones, *Strategic Management*, 3rd Edition (Houghton Mifflin Company)

Dobni, C.B., and R. L. Lepnurm, 1993. The Great Western Brewing Company, A Case Study in Management and Marketing. In Pearce and Robinson, *Strategic Management - Formulation, Implementation and Control*, 5th Ed., Irwin

Dobni, C.B., 1992. The Strategic Management Simulation. Edited and Adapted by Brooke Dobni, University of Saskatchewan. Needham Heights, Ma.: Ginn Press

Dobni, C.B., 1992. CP Rail Strategic Management Training Program - Module E; The Transportation Simulation, 48 pp.

Dobni, C.B., and R. L. Lepnurm, 1992. "The Great Western Brewing Company, A Case Study in Management and Marketing." In Thompson and Strickland, *Strategic Management - Concepts and Cases*, 7th American Edition. Plano Texas: Business Publications Inc.

Dobni, C.B., 1992. "Sid's Sunflower Seeds (A) - Entry Into Major League Baseball." A Case Study. In *Strategic Management, Text, Readings and Cases*, Third Edition (Irwin: Baetz and Beamish).

Dobni, C.B., 1992. "Sid's Sunflower Seeds (A) - Entry Into Major League Baseball (condensed). A Case Study." In Beckman, Kurtz, Boone, *Foundations of Marketing*, 5th Canadian Edition (Dryden Press).

12. PAPERS IN REFEREED JOURNALS (published):

Dobni, C.B., and Klassen, M.K. (2015). "Advancing an Innovation Orientation in Organizations: Insight from North American Business Leaders, *Journal of Innovation Management*, Vol 3, No 1, 104-121

Dobni, C.B., and Klassen, M., (2015). "Spotlight on Innovation in the U.S.: Fortune 1000 Executives' Perspectives on the State of Innovation in America." *Journal of Business Strategy*, Vol 36, No 1, 3-14

Dobni, C.B., and Klassen, M., (2015). "Is America Sleeping? The State of Innovation Amongst America's Largest Organizations." *International Journal of Innovation Learning*, Vol 18, No 4, 432-450

Dobni, C.B., (2012). "Organizational Factors that Promote Entrepreneurship and Innovation; an exploratory model." *International Journal of Innovation and Learning*, Vol 11, No 2, 182-199

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- Dobni, C.B., (2011). "The DNA of Innovation." *Crafting and Executing Strategy*, McGraw-Hill, February 2011
- Dobni, C.B., (2011). "The Relationship between an Innovation Orientation and Organizational Performance." *International Journal of Innovation and Learning*, Vol 10, No 3, 226-240
- Dobni, C.B., (2010). "The Relationship between an Innovation Orientation and Competitive Strategy." *International Journal of Innovation Management*, Vol 14, No 2 (April), 331-357
- Dobni, C.B., (2009). "Achieving Synergy between Strategy and Innovation; The Key to Value Creation." *International Journal of Business Science and Applied Management*, Vol 5, Issue 1, 48-58
- Dobni, C.B., (2008). "Measuring Innovation Culture in Organizations: The Development and Validation of a Generalized Innovation Culture Construct Using Exploratory Factor Analysis." *European Journal of Innovation Management*, Vol 11, No. 4, 539-559
- Dobni, C.B., (2008). "The DNA of Innovation." *Journal of Business Strategy*, Vol. 29 No. 2, 43-50
- Dobni, C.B., (2006). "Developing an Innovation Orientation in Financial Services Organizations" *Journal of Financial Services Marketing*, Volume 11, Issue 2, 166-179
- Dobni, C.B., (2006). "The Innovation Blueprint" *Business Horizons*. Volume 49, No. 4, 329-339
- Dobni, C.B., (2003) "Creating a Strategy Implementation Environment" *Business Horizons*, Vol. 46, No. 2, 43-47
- Dobni C.B., and Luffman, G., (2003) "Determining the Scope and Impact of Market Orientation Profiles on Strategy Implementation and Performance" *Strategic Management Journal*, 24: 577-585
- Dobni, C.B., (2002) "A Model for Implementing Service Excellence in the Financial Services Industry," *Journal of Financial Services Marketing*, Vol. 7, Issue 1, 42-54
- Dobni, C.B., Dobni, D.M., and Luffman, G.A., (2001) "The Behavioural Approach to Marketing Strategy Implementation" *Marketing Intelligence & Planning*, Vol.19 No.6, 400-409

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Dobni, C.B., and Luffman, G.A., (2000). "Market Orientation and Market Strategy Profiling: An Empirical Test of Environment-Behaviour-Action Coalignment and Its Performance Implications," *Management Decision*, 38, 8, 503-519

Dobni, C.B., and Luffman, G.A., (2000). "Implementing Marketing Strategy Through a Market Orientation," *Journal of Marketing Management*, 16, 895-916

Dobni, D.M., and Dobni, C.B., (1998). "A Blueprint for Creating the Value-added Financial Service," *Journal of Financial Services Marketing*, Vol. 3, Issue 1, 11-20

Dobni, D.M. and Dobni, C.B., (1996). "Business Schools: Going Out of Business? Issues, Challenges and Strategies for Management Education," *Journal of Education for Business*, 72, 1, 28-36

(PAPERS UNDER REVIEW/IN PROGRESS)

Under review:

Dobni C.B., and Klassen, M., "Managing Innovation to Enhance Organizational Performance: A Case Study of a Financial Services Organization." Currently under 2nd review (revise and re-submit at the *Journal of Financial Services Marketing*.

Dobni C.B., and Klassen, M., "Clarity." Currently under review at *Journal of Business Strategy*.

In-progress:

Dobni, C.B. and Klassen, M. "The 6 Traits of Innovative Organizations." Paper in progress for submission to International Journal of Innovation Learning. (Fall 2015)

Dobni C.B., Nelson, W.T., Finkbeiner, C., and Klassen, M., (2014). "Profiling Sales, Relative Business Performance, and Level of Optimism: An Optimal Six Segment Approach to Assessing Innovation Drivers in Organizations." Paper in Progress for submission to a select journal (Winter 2016)

13. PAPERS IN NON-REFEREED JOURNALS:

Grandey, G., Dobni, D.M., and Dobni, C.B., (1998). "Business Relationships: Handle With Care" *Ivey Business Quarterly*, Winter, pp. 59-64

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Dobni, D.M., Dobni, C.B., and Painter, M., (1996). "Navigating the Route to Privatization. *Business Quarterly*, 60, 3, Spring, pp. 46-56

14. INVITED PAPERS/ABSTRACTS IN PUBLISHED CONFERENCE PROCEEDINGS:

Dobni, C.B., Hawaii Conference on Business, Honolulu; "The Relationship between Marketing Strategy and Market Orientation." June 2000

Dobni, C.B., Hawaii Conference on Business, Honolulu; "The Effect of a Market Orientation on Performance." June 2000

Dobni, C.B., Conference on the Dynamics of Strategy, Surrey European Management School, "Profiling Market Orientation, The Concept, Propositions and Implications." June 1997

Bergh, C., Lepnurm, R.L., and Dobni, C.B., "Entrepreneurship and the Odds of Survival for Small Business." ASAC Conference, Halifax, June, 1994. (*Best Paper in Category Award*).

15. CONTRIBUTED (NON-INVITED) PAPERS/ABSTRACTS IN PUBLISHED CONFERENCE PROCEEDINGS:

Not Applicable

16. TECHNICAL REPORTS RELEVANT TO ACADEMIC FIELD:

Innovation Nation? Innovation Health inside the Fortune 1000. 2012

ScienceMap 2000, "Profiling Saskatchewan's Research and Development Infrastructure."

Economic Development Authority of Saskatoon, 1993, "To the Year 2000 - Saskatoon's Economic Development Strategy."

Dobni, C.B., Sarkar, A.K., and Vicq, J.A., 1989. "Saskoil: 1974 to 1989." A commissioned paper submitted to the Barber Commission on Privatization of Crown Corporations in Saskatchewan. (Excerpts published in "The Barber Commission Report on Privatization in Saskatchewan, September 1989)

Dobni, C.B., and Lepnurm, R.L., 1988. "Privatization of Health Care in Saskatchewan." A commissioned paper submitted to the Commission on the Future of Health Care in Saskatchewan. (Excerpts published in "Future Directions of Health Care in Saskatchewan," April 1990)

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17. BOOK REVIEWS:

Dess, Lumpkin, Eisner, and Peridis, *Strategic Management: Creating Competitive Advantage*, 3rd Canadian Edition 2012, McGraw-Hill Ryerson

Hill, McShane, *Management*, 1st Canadian Edition, McGraw-Hill, 2006

Dess, Lumpkin, Peridis, *Strategic Management*, 2nd Canadian Edition (ISBN 0-07-092291-8), 2006

Jones, George, Rock, *Essentials of Contemporary Management*, 2nd Edition (ISBN 0-07-095184-5), 2006

Beamish, *Cases in Strategic Management*, 8th Edition (ISBN 0-07-095183-7), 2006

Beamish and Woodcock, *Strategic Management, Text Readings and Canadian Cases* 4th Edition, 1995

Baetz and Beamish, *Strategic Management, Text, Readings and Canadian Cases* 3rd Edition, 1992

Jensen and Cherrington, *Business Management Laboratory – Business Strategy Simulation*, 4th Edition, 1991

(PEER REVIEWS)

Referee for *Journal of Innovation Management*, 2015

Referee for *California Management Review*, 2015

Referee for *Business Strategy Series*, 2013

Referee for the *European Journal of Innovation Management*, 2010

Referee for *Marketing Theory*, 2004

Referee for *Academy of Management Review*, (FT 40 Journal), 2003

Referee for *Strategic Management Journal*, (FT 40 Journal), 2002

Proposal for a Canadian International Marketing Textbook, Prentice Hall Canada, Reviewer, 1999

ASAC, Best Doctoral Student Paper, Reviewer, 1998

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ASAC, Entrepreneurship Division, Reviewer, 1997

18. INVITED LECTURES OUTSIDE U OF S AND INVITED CONFERENCE PRESENTATIONS:

Association of Professional Engineers and Geoscientists of Saskatchewan (May 2015) Regina. "Creating a Competitive Advantage through Innovation."

Saskatchewan Agriculture and Food Ag Ministry Conference (June 2015 - Keynote) Regina. "The 6 Traits of Innovative Organizations."

Government of Saskatchewan – Deputy Ministers Group (October 2014 – Regina). "Innovation in the Public Service."

Saskatchewan Agriculture and Food Ag Ministry Conference (April 2014) Saskatoon. "Creating a Competitive Advantage through Innovation."

Leadership Saskatoon (March 2014) Saskatoon. "Taking Advantage of Innovation in the not-for-profit Sector."

Innovation Place Speaker Series (2013) Saskatoon. "Creating a Competitive Advantage through Innovation"

Innovation Place Speaker Series (2013) Regina. "Creating a Competitive Advantage through Innovation"

SYPE (2013) Saskatoon. "Innovation"

Pacific Northwest Economic Development Conference (2012) Saskatoon. Invited Speaker on "*Fostering Innovation in Universities.*"

The Business of a Business School (2009). *Saskatoon Chamber of Commerce*

The Impact of Branding on Marketing Success (2008). *Saskatoon branch of CAFÉ - Canadian Association of Family Entrepreneurs.*

Creating an Innovation Environment (2007). *International Association of Business Communicators*, Saskatchewan Chapter.

Developing an Effective Services Strategy (2007). *Association of Saskatchewan Pharmacists' Annual Convention.*

The Innovation Blueprint (2006). *Business Advisory Services Professional Management Series, College of Commerce.*

The Innovation Imperative (2006). *MBA Alumni Event Special Presentation.*

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The Innovation Index (2006). *Innovation Place Management Series*.

Developing Effective Marketing Strategies (2004). *Hawaii Technology Development (HTDC)*.

Customer Service Strategies (2001). *The Association of Faculty Clubs of North America Conference*, Saskatoon.

Assessing Venture Feasibility (2000). *Aboriginal Entrepreneurship Conference*, Saskatoon.

Skills, Attitudes and Behaviors for the 21st Century (1999). *Certified General Accountants of Saskatchewan Annual Meeting*, Regina.

The Importance of Business Planning (1999). *Saskatchewan Housing Annual Conference*, Regina.

Developing a Competitive Advantage (1999). *Saskatoon Home Builders Association*, Saskatoon.

Marketing in an R and D Based Business (1999). *University of Saskatchewan Technologies seminar on Starting Your Own R & D Based Business*. Saskatoon.

Identifying Business Trends and Opportunities (1999). *Saskatchewan Home Based Business Conference*. Saskatoon.

Identifying Business Trends and Opportunities (1998). *Saskatoon Public Library Lecture Series*. Saskatoon.

Doing Business in Changing Environments (1998). *The Commissionaires Annual Meeting*. Saskatoon.

Visioning Your Future (1997). *Saskatchewan Indian Gaming Authority Annual Meeting*. Waskesiu.

Marketing for Small Business (1995, 1996, 1998). *College of Physical Therapy, U of S*. Saskatoon.

Managing in a Changing Environment (1997). *Strategies for Success, Purchasing Management Association of Canada Annual Meeting*. Saskatoon.

What is an Entrepreneur? (1997). *Entrepreneurs 2000 REDA Conference*. Rosetown.

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Marketing Management (1996). *Public Legal Education Association Conference*. Saskatoon.

Assessing Business Feasibility (1996). *Yeltsin Democracy Fellowship Program*. Saskatoon.

Developing a Marketing Plan (1996). *Saskatchewan Abilities Council*. Saskatoon.

Marketing for Home Based Businesses (1994). *Saskatchewan Home Based Business Conference*. Saskatoon.

Determining Business Viability and the Business Plan (1993). *Federal Business Development Bank*. Saskatoon.

Identifying Business Opportunities and Assessing Business Viability (1993). *Small Business Week*. Saskatoon.

Services Marketing (1992). *SIAST Extension Management Retreat*. Kenosha.
How to Choose a Private Consultant (1991). *SIAST Rural Municipality Management Course*. Saskatoon.

19. CONTRIBUTED (NON-INVITED) PAPERS/ABSTRACTS AT CONFERENCES:

Not Applicable

20. PATENTS GRANTED:

Not Applicable

21. RESEARCH GRANT AND CONTRACT INFORMATION:

PotashCorp Chair for Saskatchewan Enterprise - \$75,000 (\$25,000 into a segregated account and \$50,000 in a course-related travel fund over a 30 month period (January 2014 – June 2016)

Sabbatical Leave Grant - \$4,000 (2014)

Administration Leave Grant - \$4,000 (2011/2012)

Department Head Research Award - \$3,000 (2007)

PotashCorp Chair for Saskatchewan Enterprise - \$15,000 research grant (2007)

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PotashCorp Chair for Saskatchewan Enterprise - \$15,000 research grant (2006)

College of Commerce Research-based Teaching Relief (RBTR) – 2 course load teaching relief, 2005 – 2007, 2007-2009, 2010-2014

College of Commerce Research Committee - Research grant of (\$1,200), 2001

College of Commerce Research Committee - Research grant of (\$1,500), 1998

TM Research Graduate Research Fellowship, (\$10,000), 1995/96

Goodspeed Scholarship Award (\$3,500) for Doctoral Studies (1994)

22. ARTISTIC EXHIBITIONS AND PERFORMANCES:

Not Applicable

23. PROFESSIONAL PRACTICE:

Not Applicable

24. CONSULTING WORK UNDERTAKEN:

Consulting profile includes providing executive counsel in the areas of innovation culture assessment, strategic positioning and alignment of resources to facilitate strategy implementation, including models such as the balanced scorecard and quality measure drivers.

Since 1995 as a consultant, I have completed over 300 engagements on a fee for service basis. Summaries of select projects are included below.

Federated Co-operatives Ltd. (Long term growth strategy framework); FCL is one of Saskatchewan's largest organizations by revenue and number of employees. We assisted them with a framework for the development of a short, medium and long-term growth strategy.

Innovation Saskatchewan (Innovation Services); Development of a 4 phase integrated approach to enhance the innovation capacity of Saskatchewan organizations – training materials, methods, processes, and sample diagnostics.

Innovation Credit Union and Conexus Credit Union (Innovation culture diagnostic and counsel engagement); These two credit unions are amongst the largest 4 credit unions in Saskatchewan. They are pursuing the advancement of their respective organization-wise innovation cultures.

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Saskatchewan Registered Nurses Association (Survey of Members, Public perception Survey); This project involved a survey of SRNA's 10,000 members, as well as a survey of the Public's Perception of Nursing Care in Saskatchewan.

Ministry of Highways and Infrastructure (Innovation culture diagnostic and counsel engagement); This government ministry of over 1,400 employees are pursuing the advancement of their respective organization-wise innovation cultures.

Cameco (Global Customer Satisfaction Survey); This project included the development and execution of a customer satisfaction survey for Cameco's clients worldwide, including strategic counsel and market positioning recommendations.

Hitachi Co (innovation culture); Using the *InnovationOne* cultural assessment metric, assessed a benchmark innovation score and facilitated the development of an innovation strategy for Hitachi power systems division.

Concentra Financial (innovation culture); Using *InnovationOne* and ongoing strategic counsel, have embedded a measurable innovation culture change (from an innovation score of 62% to 78%)

Sask Central (strategic positioning, strategy implementation, strategy innovation and performance management); this is an ongoing engagement since 1996, and it involves assisting CUCS in developing and implementing a balanced scorecard in efforts to drive key strategic areas. The engagement has included the development and implementation of quality measures surveys, defining and implementing service excellence models, providing counsel on strategic positioning, and developing a comprehensive index score for the organization that is utilized by the Board on an annual basis as the primary measure of organizational quality and performance.

Cameco Corporation (strategy implementation and performance management); this project involved an engagement with Cameco's Corporate Development and Quality areas. This involved a comprehensive review of Cameco's culture as it related to two surveys - employee's health and wellness, and Canada's Top 50 companies assessment. The final report delivered to executive management detailed 32 recommendations aimed at improving their culture as it pertained to health, wellness and employee morale, and Cameco management now informally refers to that report as their 'book of 32.'

Concentra Financial (strategy implementation and performance management); currently involved in the development and analysis of their customer service and quality measures surveys for corporate services, relationship management, financial intermediation, and thrust services. These are being done in efforts to support implementation and measurement of Concentra's overall strategy utilizing the balanced scorecard approach. More recently, I have been involved in assessing their innovation propensity with a view to developing and sustaining an innovation culture. Concentra Financial is a Top 100 Canadian Company.

Saskatchewan Research Council (strategy insight and strategy innovation); this is an ongoing engagement that involves working with the Board of the SRC helping them to better understand models for new wealth creating opportunities. Another aspect of this engagement involves SRC's senior management to identify key performance drivers and measures. The SRC is one of Saskatchewan's top 100 companies and is involved in providing innovative solutions for their client base which is made up of both public and private sector organizations.

EDS (Plano, Texas); EDS, founded by Ross Perot is a world leader in technology management. Based out of Plano, Texas, EDS provides a broad portfolio of business and technology solutions to help its clients worldwide improve their business performance. Their core portfolio comprises information-technology, applications and business process services, as well as information-technology transformation services. This project involved working closely with EDS staff on two separate projects, The City of Saskatoon e-services development project, and the Information Services Corporation of Saskatchewan e-services redevelopment project.

SREDA (Saskatoon Regional Economic Development Authority) (strategy insight and strategic positioning); in collaboration with Mr. Don Gass, former managing partner of Deloitte and Touche in Saskatoon and Chair of two Saskatchewan Government commissions in the 1990's, we undertook research and developed the economic development strategy for the City of Saskatoon. At that time, responsibility for economic development was being transferred from the City of Saskatoon to SREDA, and SREDA was seeking a focus. This report outlined the foundation for economic development as well as strategies for sector specific development in Saskatoon. This report has proved to be the catalyst for economic growth experienced by Saskatoon.

SED (strategy insight and strategy innovation); SED is a division of Calian. Calian is a leader in the technology services industry, their customers are many and varied, and include organizations in both the public and private sectors. With annual revenues in excess of \$170 million (CDN) and a staff of over 2,200, Calian ranks among the largest professional services companies in Canada. This project involved working with SED's executive and senior

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management and included facilitating opportunity space and strategic mapping sessions. This engagement involved making several recommendations around SED's strategy process with a view to make it more proactive and innovative at an operational level.

University of Saskatchewan (strategy review, strategy positioning, and strategy implementation); since 1997, I have been involved in six separate engagements that involve strategy reviews, positioning and implementation. These involved organizational (strategy) reviews of the College of Graduate Studies and Research, the College of Veterinary Medicine, and the Financial Services Division. As well, customer analysis and strategy positioning engagements were undertaken for Facilities Management, the Centre for Agricultural Medicine, and the Canadian Centre for Health and Safety in Agriculture.

ScienceMap; This project involved developing a methodology to define science activity clusters that have their roots in the University of Saskatchewan and Innovation Place. The project resulted in the creation of techmap that identified 7 distinct clusters of activity. TechMaps allow organizations and communities to identify and highlight complex historic relationships within their geographic region. TechMaps display information based on genealogy, history, and relationships within identified sectors.

25. DEPARTMENTAL AND COLLEGE COMMITTEES:

Edwards MBA Committee, Member, 2014-2015.

Edwards School of Business College Review Committee, Member, July 1 2012 – June 30, 2013; Chair, July 1, 2009 – June 30, 2010

Edwards School of Business Executive Committee, Member, 2006-2010 (and Chair 2009-2010)

MBA Committee, *Member* 2006-2007, 2007-2008

Executive Committee, *Member* 2007-08

Executive Committee, *Member* 2003-04

College Review Committee, *Member* 2002-03, 2012-13

Undergraduate Curriculum Committee, *Member*, 1999/00, 2000/01, 2001/02

Inter Collegiate Business Competition, *Marketing Team Coach*, 1998

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Business Clinics, College of Commerce 1995, 1996, 1997

Inter Collegiate Business Competition, *Business Simulation Coach*, 1991 - 1994

Business Consulting Services, College of Commerce, *Faculty Director*, 1991 - 1994

Community Development Partnership Program, College of Commerce, *Faculty Director*, 1991, 1992

Teaching Effectiveness Committee, *Member*, 1989/90, 1990/91

26. UNIVERSITY COMMITTEES:

School of Architecture, University of Saskatchewan, Planning Committee, Member (2009-2011)

Saskatchewan Centre of Excellence for Transportation and Infrastructure, Board Member (2009-2012)

Centre for the Study of Co-operatives, Board Member (2009-2011)

Virtual College of Biotechnology Steering Committee/Task Force, *Member*, 1999

U of S Learning Needs Assessment, *Member*, 1996

President's Committee on Strategic Planning, U of S, *Member*, 1995

Home Based Business Conference, U of S Extension, *Planning Committee Member*, 1994

27. PROFESSIONAL AND ASSOCIATION OFFICES AND COMMITTEE ACTIVITY OUTSIDE UNIVERSITY:

Dean's Advisory Council, Chair, July 1, 2009 – June 30, 2010

Saskatchewan Chamber of Commerce, Growth Strategy Task Force, Board Member, (2009 – 2011)

Saskatoon Regional Economic Development Committee STIP (Saskatoon Tapping Industrial Potential), *Committee Member*, 1996

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The Institute of Certified Management Consultants of Saskatchewan, *Director*,
1996, 1997

Saskatchewan Food Processors Manual Review Board, *Member*, 1995

Senator, (at large) University of Saskatchewan, 2001 - 2004

University of Chernivisti, Ukraine, Program to Establish a Venture
Management Centre, U of S International, 1996, 1997

Planning Committee Member, Home-Based Business Conference, U. of S.
Extension (1996)