### Contact Information

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University of Toronto

105 St. George St.

Toronto, Ontario

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### Academic Positions

2008- Professor of Strategic Management, Rotman School of Management, University of Toronto

1992-2008 Associate Professor (with tenure), Rotman School of Management, University of Toronto

1989-1992 Assistant Professor, Rotman School of Management, University of Toronto

### Visiting Academic Positions

### 2012 Adam Smith Visiting Research Fellow, University of Glasgow

### 2011-14 Visiting Professor, University of Adelaide, Australia

1998 Visiting Professor, University of Victoria, Victoria, British Columbia, Canada

1. Visiting Fellow, The Australian National University, Canberra, Australia
2. Visiting Professor, Dartmouth College, Hanover, New Hampshire

### Research Interests

* Opportunity creation by entrepreneurial firms
* International entrepreneurship

### Education

1982-86 PhD, Management, Queen’s University, Kingston, Canada

1979-80 MSc, Computing & Information Science, Queen’s University, Kingston, Canada

1974-78 BA (Honours), Political Science, Queen’s University, Kingston, Canada

### Awards & Honours

2012 Adam Smith Visiting Research Fellowship, University of Glasgow

2011 Top Reviewer Award, *Journal of Business Venturing*

2010-13 Teaching Excellence Award, Rotman School of Management

2003 Best Paper Award, Administrative Sciences Association of Canada

2001 Outstanding Reviewer Award, *Journal of Small Business Management*

2000 Canadian Bankers’ Association Best Paper Award

1999 Innovation Award, Academy of Management, for work of International Committee

1998 North American Delegate, APEC SME Symposium, Fukuoka, Japan

1997 Best Paper Award, Canadian Council of Small Business & Entrepreneurship

1995 Canadian Delegate, APEC Seminar, Institute for Developing Economies, Tokyo, Japan

1995 Best Paper Award, Canadian Council of Small Business & Entrepreneurship

1992 Best Paper Award, World Conference of the International Council for Small Business

1990 Best Paper Award, Entrepreneurship Division, Academy of Management

1988 Certificate of Excellence, Institute of Internal Auditors

### Editorial Boards

2015- Member, Editorial Review Board, *Academy of Management Perspectives*

2014- Area Editor for International Entrepreneurship, *Journal of International Business Studies*

2014- Member, Advisory Board, *Family Business Review*

2011- Member, Editorial Review Board, *Journal of Business Venturing*

2008-2014 Associate Editor, *Family Business Review*

2002- Member, Editorial Review Board, *Entrepreneurship Theory & Practice*

1997-2007 Member, Editorial Advisory Board, *Journal of Small Business Management*

1989-1993 Associate Editor (Academic), *Journal of Information Systems*

1989-1995 Member, Editorial Board, *Journal of Information Systems*

### Social Sciences & Humanities Research Council of Canada

2014 Member, Insight Grants Adjudication Committee, Business

2011 Chair, Adjudication Committee, Aid to Scholarly Journals Program

2009 Member, Doctoral Scholarships Business Committee

2009 Member, Appeals Committee

2008 Chair, Adjudication Committee, Aid to Scholarly Journals Program

2007-08 Member, Adjudication Committee, Special Call in Management, Business & Finance

2001-02 Chair, Adjudication Committee 22, Research Grants Division

1998-01 Member, Adjudication Committee 14, Research Grants Division

### Academy of Management

2012 Chair, Awards Task Force, Entrepreneurship Division, AoM

2009-12 Member, Research Committee, Entrepreneurship Division, AoM

2007-08 Co-chair, Entrepreneurship Division Junior Faculty Consortium, AoM

2004 Faculty mentor, Entrepreneurship Division New Faculty Consortium, AoM

2000-03 Faculty mentor, Entrepreneurship Division Doctoral Consortium, AoM

1997-00 Chair, International Committee, Entrepreneurship Division, AoM

1996-97 Member, Membership Committee, Entrepreneurship Division, AoM

### Faculty Mentor at Doctoral Consortia and Paper Development Workshops

2016 Academy of International Business/UKI Doctoral Consortium

2015 European International Business Academy Doctoral Consortium, Paper Development Workshop

2015 McGill International Entrepreneurship Conference Doctoral Consortium

2015 Academy of International Business IE and JIBS Paper Development Workshops

2015 Academy of International Business/UKI Doctoral Consortium

2014 Babson Entrepreneurship Research Conference Doctoral Consortium

2013 McGill International Entrepreneurship Conference Doctoral Consortium

2012 Academy of International Business/UKI Doctoral Consortium

2011 Australian Centre for Entrepreneurship Research Exchange Doctoral Consortium

2006 Doctoral Workshop on International Entrepreneurship, Georgia State University

### Other Professional Appointments

2013-14 Member, CGA-Canada’s SME Trade Advisory Panel

2013- Member, Advisory Board, Creative Destruction Lab, Rotman School of Management

2013-14 Member, Task Force on the Future of *Entrepreneurship Theory & Practice*

2012- Member, Access Review Committee, Business Micro-Data, Statistics Canada

2010-2015 Monthly columnist, ReportOnBusiness.com, Globe & Mail

2009-2011 Member, Access to Capital Task Force, Toronto Board of Trade

2008-2010 Member, Business Advisory Panel, ReportOnBusiness.com Incubator, Globe & Mail

2005-2011 Member, Board of Directors, Rotman NeXus

2004- Member, Selection Committee, JoAnna Townsend Award, Organization of Women in Trade

2002-07 Coordinator, Arena 2, Entrepreneurship Research Alliance, University of British Columbia

2001-04 Member, Board of Directors, Exceler@tor, Innovations Foundation

2000-04 Member, Selection Committee, Canadian Women Entrepreneur of the Year Award

1997-99 Vice-President (Programs), Canadian Council for Small Business & Entrepreneurship

1997-98 Research Fellow, Asia Pacific Foundation of Canada

1996-01 Chair, Board of Directors, Impact Consulting Group, Rotman School of Management

1996-98 Member, Advisory Panel, Fulcrum Partners

1991-94 Member, International Board of Regents, Institute of Internal Auditors

### Research Grants (since 1990; grants under $5,000 not listed)

2015-2021 Insight Grant, SSHRC. *Understanding the Dynamics of Opportunity Creation* (with E. Fischer): $207,049

2013-2015 Insight Development Grant, SSHRC. *Building Brand and Organizational Legitimacy in Digital Markets* (with E. Fischer): $74,328.

2011-2014 Insight Development Grant, SSHRC. *An Investigation of Social Venture Funds and Hybrid Social Ventures*: $41,528.

2009-2013 Standard Research Grant, SSHRC. *An Investigation of the Benefits of Internationalization for Young Firms & Small Firms in Canada* (with E. Fischer): $76,565.

2009-2013 Standard Research Grant, SSHRC.*The dynamics of reputation in young firms.* (with E. Fischer): $70,200.

2008-2015 Strategic Knowledge Cluster Grant, SSHRC. *International Entrepreneurship Strategic Knowledge Cluster*. Collaborator. PI is H. Etemad (McGill): $1.95 million.

2008-2012 Michael Lee-Chin Institute for Corporate Citizenship, Rotman School of Management, *Hybrid Social Venture Funds*: $11,140; *Factors Influencing the Financing of Social Ventures by Commercial Venture Funds*: $9,000;  *Social Venture Funds* (with E. Kirzner): $25,000.

2008-10 SSHRC Public Outreach Grant. *Measuring the Impact of Doing Good* (with A. Armstrong): $74,798.

2006-09 Research Grant, SSHRC. *The Development of Reputation in Young Firms* (with E. Fischer): $183,173.

1999-06 Multi-Collaborative Research Initiative (MCRI) Grant, SSHRC. *Entrepreneurship Research Alliance II: A Collaborative Effort to Create and Disseminate Knowledge about Firm Growth in North America*. Co-investigator. Principal investigator is J. Brander (UBC): $2.4 million

1997 Research Grant, Manulife Financial, TD Bank and Rotman’s Centre for International Business. *Internationalization of Canadian SMEs* (with E. Fischer): $10,000

1996-99 Strategic Grant, SSHRC. *Effective Internationalization by Canadian SMEs* (with E. Fischer): $56,000

1996 Research Grant, Bank of Montreal’s Institute for Small Business. *The Internationalization of Canadian Software Product Firms* (with E. Fischer): $23,000

1991-96 Research Grant, SSHRC. *Experientially-Based Reasoning in Management*: $65,920

1991-96 Strategic Grant, SSHRC. *Experiential Differences in Entrepreneurial Expertise* (with E. Fischer): $87,391

1989-91 Strategic Grant, SSHRC. *The Impact of Experiential Learning on Entrepreneurial Success in Canada* (with E. Fischer and L. Dyke): $39,900

### Policy-Oriented Research Projects

2013 Conference Board of Canada (International Trade & Investment Centre). *Success Strategies for SMEs in Fast-Growth Markets.* (with C. Couper)

2012 OECD, Examination of the MaRS Discovery District (with E. Fischer)

2011 Conference Board of Canada (International Trade & Investment Centre). *Best Practices for SMEs to Build International Sales in a Digitized Economy*. (with E. Fischer)

2009 Industry Canada, *The State of Entrepreneurship in Canada* (with E. Fischer)

2008 Conference Board of Canada (International Trade & Investment Centre). *Which SMEs Internationalize Most Extensively and Effectively?*(with E. Fischer).

2000 Ontario Ministry of Economic Development and Trade. *Managing Customers in Leading Growth Firms* (with E. Fischer)

1999 Trade Research Coalition, Department of Foreign Affairs & International Trade Canada. *Action Plans for Export Support* (with E. Fischer).

1998 Trade Research Coalition, Department of Foreign Affairs & International Trade Canada. *Businesswomen in Trade*. (with B. Orser, E. Fischer, S. Hooper and A. Riding)

1997 Asia Pacific Foundation of Canada. *Canadian Small Firm-Large Firm Partnerships in International Business: Strategies, Best Practices and Case Studies* (with E. Fischer)

### Books

A. Ballon & D. Botterell, with R. Reuber. Mom Inc. Harper Collins Canada, 2011.

R.A. Baron, S.A., Shane & A.R. Reuber. *Entrepreneurship: A Process Perspective*, 1st Canadian Edition, Thomson Publishing, January 2007.

### Publications in Refereed Academic Journals

A. R. Reuber. 2016. An assemblage-theoretic perspective on the internationalization of family firms. *Entrepreneurship Theory & Practice* 40(6), forthcoming.

A. R. Reuber, E. Fischer and N. Coviello. 2016. Deepening the dialogue: New directions for the evolution of effectuation theory. *Academy of Management Review* 41(3), forthcoming.

E. Fischer and A.R. Reuber. 2014. Online entrepreneurial communication: Mitigating uncertainty and

 increasing differentiation via Twitter. *Journal of Business Venturing* 29 (4), 565-583.

M-A Parmentier, E, Fischer and A.R. Reuber. 2013. Positioning person brands in established organizational fields, *Journal of the Academy of Marketing Science* 41 (3): 373-387.

A.R. Reuber and E. Fischer. 2011. International entrepreneurship in internet-enabled markets. *Journal of Business Venturing* 26 (6), 660-679.

A.R. Reuber and E. Fischer. 2011. When nobody knows your name: Country-of-origin as a reputational signal for online businesses. *Corporate Reputation Review* 14 (1), 37-51.

E. Fischer and A.R. Reuber. 2011. Social interaction via new social media: (How) can interactions on Twitter affect effectual thinking and behavior? *Journal of Business Venturing* 26 (1), 1-18.

A. R. Reuber and E. Fischer. 2010. Organizations behaving badly: When are discreditable actions likely to damage organizational reputation? *Journal of Business Ethics* 93 (1): 39-50.

A. R. Reuber and E. Fischer. 2009. Signaling reputation in international online markets. *Strategic Entrepreneurship Journal* 3 (4): 369-386.

A. R. Reuber and E. Fischer. 2007. Don't rest on your laurels:  Reputational change and young technology-based ventures.  *Journal of Business Venturing* 22 (3): 363-387.

E. Fischer and A. R. Reuber. 2007. The good, the bad and the unfamiliar:  The challenges of reputation formation facing new firms.  *Entrepreneurship Theory & Practice* 31 (1): 53-75.

A. R. Reuber and E. Fischer. 2005. The company you keep: How young firms in different competitive contexts signal reputation through their customers. *Entrepreneurship Theory & Practice* 29 (1): 57-78.

E. Fischer and A. R. Reuber. 2004. Contextual antecedents and consequences of relationships between young firms and distinct types of dominant exchange partners. *Journal of Business Venturing* 19 (5): 681-706.

E. Fischer and A..R. Reuber. 2003. Public support for rapid growth firms: A comparison of the views of founders, government policy makers and private sector resource providers. *Journal of Small Business Management* 41 (4): 346-365.

E. Fischer and A.R. Reuber. 2003. Targeting export support for SMEs: Owners’ international experience as a segmentation basis, *Journal of Small Business Economics* 20, 1 (February): 69-82.

A. R. Reuber and E. Fischer. 2002. Foreign sales and small firm growth: The moderating role of the management team. *Entrepreneurship Theory & Practice* 27, 1: 29-46.

A.R. Reuber and E. Fischer. 1999. Understanding the consequences of founders’ experience. *Journal of Small Business Management* 37, 2 (April): 30-45. Translated and published as Erfahrung und Unternehmensgründung. 1999. *IGA Zeitschrift für Klein- und Mittelunternehmen. Internationales Gewerbearchiv* 4 (1999): 235-251.

A.R. Reuber and E. Fischer. 1997. The role of management’s international experience in the internationalization of smaller firms. *Journal of International Business Studies* 28, 4: 807-825. Reprinted in *International Entrepreneurship*, B.M. Oviatt & P.P. McDougall (Eds.), Edward Elgar, 2007.

A.R. Reuber. 1997. Management experience and management expertise. *Decision Support Systems* 21, 2 (October): 51-60.

E. Fischer, A.R. Reuber, M. Hababou, W. Johnson, and S. Lee. 1997. The role of socially constructed temporal perspectives in the emergence of rapid growth firms. *Entrepreneurship Theory and Practice* 22, 2 (Winter): 13-30.

A.R. Reuber. 1994. Does experience make a difference? The impact of an entrepreneur's background on her firm. *Canadian Woman Studies* 15, 1 (Winter): 26-28.

A.R. Reuber and E. Fischer. 1994. Entrepreneurs' experience, expertise, and the performance of technology-based firms. *IEEE Transactions on Engineering Management* 41, 4 (November): 365-374.

A.R. Reuber. 1993. Implementing a semantic representational schema: A comparison of a database and a frame approach. *Advances in Accounting Information Systems* 2: 103-129.

E. Fischer, A.R. Reuber and L.S. Dyke. 1993. A theoretical overview and extension of research on sex, gender and entrepreneurship. *Journal of Business Venturing* 8, 2 (March): 151-168. Reprinted in *Women Entrepreneurs*, Greene, Brush, Carter, Gatewood & Hart (Eds.), Edward Elgar, 2005.

L.S. Dyke, E. Fischer and A.R. Reuber. 1992. An inter-industry examination of the impact of owner experience on firm performance. *Journal of Small Business Management* 30, 4 (October): 72-87.

A.R. Reuber and E. Fischer. 1992. Does entrepreneurial experience matter? *Journal of Small Business & Entrepreneurship* 9, 4 (July-September): 50-62.

G.T. Bogle and A.R. Reuber. 1992. Issues involved in the venture capital financing of Canadian biotechnology firms. *Journal of Small Business & Entrepreneurship* 9, 2 (January-March): 2-13.

A.R. Reuber and D.T. Barnard. 1991. An integrated representational architecture for a decision management system. *Data & Knowledge Engineering* 7: 155-180.

A.R. Reuber, L.S. Dyke and E. Fischer. 1991. Gender role stereotypes regarding women business owners: Impacts on external resource provision by consultants. *Canadian Journal of Administrative Studies* 8, 4 (December): 244-250.

E. Fischer, A.R. Reuber and L.S. Dyke. 1990. The impact of entrepreneurial teams on the financing experiences of Canadian ventures. *Journal of Small Business & Entrepreneurship* 7,4 (July-September): 13-22.

A.R. Reuber. 1990. CO-STAR: A semantic representational schema for cost management. *Journal of Information Systems* 4,2 (Spring):15-37.

A.R. Reuber. 1988. Opportunities for accounting information systems research from a database perspective. *Journal of Information Systems* 3,1 (Fall 1988): 87-103.

I.A. Macleod and A.R. Reuber. 1987. The array model: A conceptual modelling approach to document retrieval. *Journal of the American Society for Information Science* 38, 3 (May): l62-l70.

D.A. Jardine and A.R. Reuber. 1984 Information semantics and the conceptual schema. *Information Systems* 9, 2: l47-l56.

**Editorials in Refereed Journals**

A.R. Reuber and P. Sharma. 2013. The anatomy of a paper. *Family Business Review* 26 (2), 113-120.

A. R. Reuber and E. Fischer. 2011. Marketing (in) family firms. *Family Business Review* 24 (3), 193-196.

A.R. Reuber. 2010. Strengthening your literature review. *Family Business Review* 23 (2), 105-108.

### Refereed Book Chapters

A.R. Reuber, E. Fischer & A. Morgan-Thomas. 2015. Understanding eINVs through the lens of prior research in entrepreneurship, international business and international entrepreneurship. In *The Routledge Companion to International* Entrepreneurship, edited by S.A. Fernhaber and S. Prashantham. London: Routledge: 165-185.

A.R. Reuber & E. Fischer. 2007. The influence of the management team’s international experience on the internationalization behaviors of SMEs*. International Entrepreneurship*. Edited by B.M. Oviatt & P.P. McDougall. Edward Elgar, Northampton, MA: Chapter 19: 413-431.

E. Fischer, A.R. Reuber & L.S. Dyke. 2005. A theoretical overview and extension of research on sex, gender and entrepreneurship. In *Women Entrepreneurs*. Edited by P. Greene, C. S. Brush, N. M. Carter, E. Gatewood & M.M. Hart. Cheltenham, UK: Edward Elgar.

A.R.Reuber and E. Fischer. 2003. Industrial clusters and SME promotion in developing countries. *Competitiveness Strategy and Industrial Performance in Developing Countries*: *A Manual for Policy Analysis.* Edited by G. Wignaraja. Routledge, London: 143-178.

A. R. Reuber and E. Fischer. 1999. Domestic market size, competences, and the internationalization of small- and medium-sized enterprises. *Research in Global Strategic Management* 7, Edited by A. M. Rugman and R.W. Wright. JAI Press Inc., Stamford CT: 85-100.

### Refereed Conference Papers

A.R. Reuber, P. Dimitratos and O. Kuivalainen. 2016. Beyond categorization in international entrepreneurship research. Academy of International Business UK-Ireland. London. (April).

A.R. Reuber. 2016. Multilingualism and the internationalization of new firms in digital markets. Academy of International Business UK-Ireland. London. (April).

A. R. Reuber and E. Fischer. 2015. Making multiples: How do firms simultaneously create multiple market opportunities: Academy of Management. Vancouver. (August).

A.R. Reuber and E. Fischer. 2015. A longitudinal perspective on opportunity creation. Australian Centre for Entrepreneurship Research Annual Conference, University of Adelaide (February).

A.R. Reuber and E. Fischer. 2014. Reimagining Twitter: The interplay between opportunity creation and exploitation processes. Headline paper, Entrepreneurship Research Exemplars Conference, University of Denver (March).

A. Morgan-Thomas and A.R. Reuber. 2013. Communication practices and value coalescence on the websites of organizations trading human tissue. European Group for Organizational Studies, Montreal, July 2013.

A.R. Reuber, E. Fischer and A. Morgan-Thomas. 2013. An integrated framework for understanding the phenomenon of eINVs. McGill Conference on International Entrepreneurship, August 2013.

E. Fischer and A.R. Reuber. 2012. Entrepreneurial narratives online: Influencing stakeholder

 engagement through Twitter. Academy of Management, Boston, August.

A.R. Reuber. 2011. Media visibility of social ventures: Antecedents and impact on social financing outcomes. Presented at the Eighth Annual NYU-Stern Conference on Social Entrepreneurship (New York, November 2011) and the Australian Centre for Entrepreneurship Research Exchange (Fremantle, February 2012).

E. Fischer & A.R. Reuber. 2011. An investigation of the implications for effectuation of social interaction enabled by the use of microblogging. Eighth AGSE International Entrepreneurship Research Exchange, Melbourne, February.

A.R. Reuber & R. Lohin. 2010. Send in the clones: Fit between social ventures and social venture funds. Seventh Satter Conference on Social Entrepreneurship, New York City, November.

D. Cumming, E. Fischer, T. Peridis & A.R. Reuber. 2010. Publicly funded business advisory services and entrepreneurial internationalization knowledge. McGill International Entrepreneurship Conference, Montreal, September.

E. Fischer & A.R. Reuber. 2010. An investigation of the implications for effectuation of social interaction enabled by the use of social media, Academy of Management, Montreal, August.

E. Fischer & A.R. Reuber. 2010. Branding by founders: The dynamics between CEO and company branding for young firms using social media. Sixth International Conference on Brand, Corporate Identity and Reputation, Academy of Marketing, Barcelona, April.

E. Fischer & A.R. Reuber. 2009. An investigation of the implications for effectuation of social media adoption. Effectuation Research Workshop, Palo Alto, California, December.

A. R. Reuber, R. Lohin, E. Kirzner & M. Metcalfe. 2009. Finding the comfort zone: Factors influencing the financing of social ventures by commercial venture funds. Global Social Venture Research Conference, Shanghai, China, November.

A.R. Reuber & E. Fischer. 2009. Signaling reputation in international online markets. Strategic Entrepreneurship Journal Conference on International Entrepreneurship, Toronto, April.

E. Fischer & A.R. Reuber. 2008. Which SMEs internationalize most extensively and

 effectively? A literature review and examination of implications for Canadian SME policy. McGill International Entrepreneurship Research Conference, Dunedin, New Zealand, December.

A. R. Reuber 2008. Heterogeneity among survivors of a competence-destroying technological discontinuity. Best Paper Proceedings, Technology & Innovation Management Division, Academy of Management, Anaheim, August.

A.R. Reuber & E. Fischer. 2008. Country-of-origin as a reputational signal for online businesses. Twelfth International Conference on Corporate Reputation, Brand, Identity and Competitiveness, Beijing, China, May.

 Parmentier, M.A., Fischer, E. & Reuber, A.R. 2008. Pick me! Pick me! An extension of theory regarding human branding through investigation of editorial fashion models. Association for Consumer Research Annual Conference, San Francisco*.*

A.R. Reuber. 2007. Surviving an era of ferment: Computer graphics chipmakers in a 3D world. West Coast Research Symposium on Technology Entrepreneurship, University of Washington, Seattle, September.

A. R. Reuber & E. Fischer. 2007. Firm reputation in a context of low familiarity. Babson Entrepreneurship Research Conference, Madrid, June.

E. Fischer & A.R. Reuber. 2007. Negatively stereotyped or simply unfamiliar?: An examination of the reputational challenges associated with organizational newness. European Academy of Management, Paris, May.

A. R. Reuber, E. Fischer & Y. Deutsch. 2005. Reputational change in technology-based firms. EFMD Conference on Entrepreneurship, Innovation and Small Business, IESE Business School. Barcelona, Spain, September.

A.R. Reuber, E. Fischer, S. Melanson and Y. Deutsch. 2005. Winning designs: Reputational changes in technology-based firms. Babson Kauffman Entrepreneurship Research Conference, Babson College, June.

E. Fischer, A. R. Reuber and S. Law. 2005. Assessing new service firms: Does positive trump negative? Babson Kauffman Entrepreneurship Research Conference, Babson College, June.

E. Fischer and A. R. Reuber. 2003. Reputation within audiences: How audience characteristics matter for firms building new reputations. Academy of Management, Seattle, August.

E. Fischer and A. R. Reuber. 2003. The nature and origins of good reputations among new firms. Administrative Sciences Association of Canada, Halifax, Nova Scotia, June. Best Paper Award.

E. Fischer and A.R. Reuber. 2001. Towards a grounded theory of the roles of customers in the early evolution of new firms. Babson Kaufmann Entrepreneurship Research Conference, Jonkoping, Sweden, June.

E. M. Fischer and A.R. Reuber. 2000. Exploring variation in the initiation of internationalization by new and small firms. Successive versions of the paper were presented at the Babson Kaufmann Entrepreneurship Research Conference, Boston, May 2000, the Second Biennial McGill Conference on International Entrepreneurship, Montreal, September 2000, and the American Marketing Association Winter Educators’ Conference, Phoenix, February 2001.

A. R. Reuber and E. Fischer. 2000. Dynamic capabilities, foreign sales and small firm performance. *Proceedings of the Annual Conference of the Canadian Council for Small Business & Entrepreneurship*: 2-18. Ottawa, November. Best Paper Award.

A.R. Reuber and E. Fischer. 2000. Foreign sales and small firm growth: The moderating role of the management team. Annual Academy of Management Conference, Toronto, August 2000.

E. Fischer, B. Orser, A.R. Reuber, A. Riding, and J. Townsend. 1999. Effective exporting by Canadian businesswomen. Annual Conference of the Canadian Council of Small Business & Entrepreneurship, November.

A.R. Reuber and E. Fischer. 1998. High growth / low growth industry differences in patterns of job creation by SMEs: The impact of social capital. Successive versions of the paper were presented at the Babson Kauffman Entrepreneurship Research Conf., University of Gent, Belgium, May (*Frontiers of Entrepreneurship Research* 1998 pp. 414-425) and the Annual Conf. of the Canadian Council of Small Business & Entrepreneurship, October (*Proceedings of the CCSBE* 1998 pp. 76-89).

A.R. Reuber and E. Fischer. 1997. The effect of strategic and social characteristics on the establishment of foreign partnerships by small Canadian firms. *Proceedings of the Annual Conference. of the Canadian Council for Small Business & Entrepreneurship*: 99-110. Vancouver, October. Best Paper Award.

E. Fischer and A.R. Reuber. 1996. Effective internationalization by small and medium-sized Canadian software firms: The impact of top management group characteristics. *Proceedings of the Annual Conference of the Canadian Council for Small Business & Entrepreneurship*: 219-233. Montreal, October.

E. Fischer and A.R. Reuber. 1996. Diversity vs. duration: The relationship between experience and internationalization of owner-managed firms. *Proceedings of the Entrepreneurship Division of the Annual Conference of the Administrative Sciences Association of Canada*, Montreal: 27-39, June.

E. Fischer and A.R. Reuber. 1996. The impact of top management groups on the internationalization of small and medium-sized software firms. Presented at the Babson Entrepreneurship Research Conference, University of Washington, March.

A.R. Reuber and E. Fischer. 1995. How (in)applicable are theories regarding large firm internationalization for SMEs? Presented during a panel session at the Annual Conference of the Canadian Council for Small Business & Entrepreneurship, October, Thunder Bay.

E. Fischer and A.R. Reuber. 1995. Experiences predictive of international performance for small Canadian technology-based firms. *Proceedings of the Annual Conference of the Canadian Council for Small Business & Entrepreneurship*: 55-69, Thunder Bay. Best Paper Award.

A.R. Reuber and E. Fischer. 1995. Reconceptualizing entrepreneurs’ experience. Annual Academy of Management Conference, Vancouver, August.

A.R. Reuber and E. Fischer. 1995. The importance of market orientation for emergent firms. *Frontiers of Entrepreneurship Research*, Proceedings of the Babson Entrepreneurship Research Conference, London Business School, April.

A.R. Reuber and E. Fischer. 1993. The learning experiences of entrepreneurs. *Frontiers of Entrepreneurship Research*, Proceedings of the Babson Entrepreneurship Research Conference, Houston, Texas: 234-245, March.

A.R. Reuber and E. Fischer. 1992. Does entrepreneurial experience matter? *Proceedings of the World Conference of the International Council for Small Business*, Toronto, Canada, June. Best Paper Award.

A. R. Reuber, L.S. Dyke and E. Fischer. 1990. Using a tacit knowledge methodology to define expertise. *Proc. ACM SIGBDP Conference on Trends and Directions in Expert Systems*, Orlando, Florida, November: 262-274.

A.R. Reuber, L.S. Dyke and E. Fischer. 1990. Experientially acquired knowledge and entrepreneurial venture success. *Best Paper Proceedings of the Academy of Management*, San Francisco, August: 69-73. Best Paper Award.

E. Fischer, L.S. Dyke, A.R. Reuber and Y. Tang. 1989. The critical incident approach to investigating the tacit marketing knowledge of entrepreneurial manufacturers. *Research at the Marketing / Entrepreneurship Interface*, Chicago, August: 43-54.

L.S. Dyke, E. Fischer and A.R. Reuber. 1989. Measuring the cognitive strategic sophistication of entrepreneurs. *Frontiers of Entrepreneurship Research*, Proceedings of the Babson Entrepreneurship Research Conference, Saint Louis, Missouri, May.

A.R. Reuber and D.T. Barnard. 1986. A decision support system generator for office information systems. *DSS-86*, Proceedings of the Sixth International Conference on Decision Support Systems, Washington, D.C. (April): 157-164.

### Invited Presentations

### A.R. Reuber. 2015. The role of classification and typologies in theory-building. Panel on Classification and Typologies in IE, European International Business Academy, Rio de Janeiro, Brazil.

A.R. Reuber. 2015. Building and testing international entrepreneurship theory in a multi-speed global economic context. Panel on Research in a Multi-Speed Global Economic Context, 19th McGill International Entrepreneurship Conference, London UK.

A.R. Reuber. 2015. Reflections on researching the INV-MNE interface. Panel on the MNE-INV Interface, Academy of International Business, Bengaluru, India (June).

A. R. Reuber. 2015. An assemblage-theoretic perspective on the internationalization of family firms. Lancaster University Management School (April); Theories of Family Enterprise Conference (May).

A. R. Reuber & E. Fischer. 2015. The long and winding road: Prolonged opportunity creation. Adam Smith Business School, University of Glasgow (April).

A. R. Reuber. 2015. An assemblage-theoretic perspective on the internationalization of family firms. Lancaster University Management School (April); Theories of Family Enterprise Conference (May).

A. R. Reuber. 2015. Invited testimony before the House of Commons Standing Committee on International Trade to discuss trade policies supporting small and medium-sized enterprises (March).

A. R. Reuber & E. Fischer. 2015. The dynamics of opportunity creation. Ivey Business School, Western University (March).

A.R. Reuber. 2015. Internationalizing the family firm. China Europe International Business School (CEIBS), Shanghai (January).

E. Fischer, A. Morgan-Thomas and A.R. Reuber. 2014. An integrated framework for understanding the phenomenon of eINVs. University of Glasgow (March).

A. Reuber. 2013. That’s Interesting! How curiosity about practice can lead to meaningful research. Family Firm Institute Global Conference, San Diego (October).

P. Dimitratos and A.R. Reuber. 2012. Internationalization of small Canadian firms. University of Glasgow (November).

A.R. Reuber. 2012. Commentary on international entrepreneurship orientation. Conference on High Potential Concepts, Phenomena and Theories in International Entrepreneurship**,** Glasgow (June).

A. Morgan-Thomas and A.R.Reuber. 2012. Hide or shout: Core stigma, social judgments and online signaling. University of Glasgow (May).

A. R. Reuber and E. Fischer. 2012. Entrepreneurial narratives online. University of South Australia (February); Queen’s University Belfast (April).

A.R. Reuber. 2011. Canadian SME success, Small Business Summit, Toronto, November 8.

A.R. Reuber. 2011. Building international sales through online markets. Canadian SMEs going global: Challenges and opportunities, Concordia University, Montreal, April.

A.R. Reuber & E. Fischer. 2011.Best practices for SMEs to build international sales in a digitized economy, Conference Board of Canada, Montreal, April.

A.R. Reuber and E. Fischer. 2011. International entrepreneurship in Internet-enabled markets. Centre for Internationalisation and Enterprise Research, University of Glasgow, March.

A.R. Reuber and R. Lohin. 2011. Send in the clones: Fit between social ventures and social venture funds. University of Adelaide Business School (January), Hunter Centre for Entrepreneurship, University of Strathclyde (March).

A. R. Reuber. 2010. Constraints and Triggers of decision-making about financial rewards in family firms. Theories of Family Enterprise Conference, Alberta School of Business, University of Alberta.

A.R. Reuber. 2009. Signaling reputation in international online markets. Economics Department, University of Winnipeg, May.

A.R. Reuber. 2007. Surviving an era of ferment: Computer graphics chipmakers in a 3D world. Telfer School of Management, University of Ottawa, November.

A.R. Reuber. 2007. (How) can gazelles be supported? PDW Session on Rapid Growth, Academy of Management, Philadelphia, August.

M. Parmentier, E. Fischer & A.R. Reuber. 2006. Towards an understanding of reputation building by new entrants in aesthetic fields. Lally-Darden-Humboldt Young Entrepreneurship Scholars’ Retreat, Humboldt University, September.

A.R. Reuber, E. Fischer and S. Melanson. 2005. Don’t rest on your laurels: The reputational volatility of new technology-based ventures. Lally-Darden-Fisher Retreat on the Future of Entrepreneurship Research, Ohio State University, April.

E. Fischer and A.R. Reuber. 2002. The characteristics and implications of customer dominance and customer status for young firms in distinct competitive contexts. Lally-Darden Retreat on the Future of Entrepreneurship Research, University of Virginia, February.

A.R. Reuber. 2002. Research on entrepreneurial firm growth. Entrepreneurship Research Alliance, University of British Columbia, June.

A. Maxwell, M. Jalland and A.R. Reuber. 2002. Accelerating the commercialization of university-based technology: Experience and challenges. Presented at the International GET-UP Workshop, Jena, Germany, April.

A. R. Reuber and M. Evans. 2002. SSHRC proposals. School of Business, University of Victoria, March.

.

A.R. Reuber and E. Fischer. 2002. Firm growth in the SME sector. Entrepreneurship Research Alliance, Ottawa, February.

A.R. Reuber, Entering foreign markets: Strategies for small firms. Rotman Life-Long Learning Series, June 2001.

A.R. Reuber. 1999. SMEs, clusters and promotion. Business development services for SMEs. Two presentations at the workshop on Enterprise Competitiveness and Public Policies in the Caribbean, sponsored by the Commonwealth Secretariat, Barbados, November.

A.R. Reuber and E. Fischer. 1998. Domestic market size and the internationalization of small and medium-sized enterprises. Presented at the International Conference on Globalization and Emerging Businesses: Strategies for the 21st Century, McGill University, Montreal, September.

A.R. Reuber. 1998. Human resources development and cross-cultural management for global business. APEC SME Symposium 1998, Fukuoka, Japan, March. Published in *Proceedings of the APEC SME Symposium in Fukuoka*, Japan External Trade Organization (JETRO) and Japan Small Business Research Institute (JSBRI), Tokyo, April 1998, pp. 63-67.

E. Fischer and A.R. Reuber. 1998. Canadian small business can compete! Roundtable, Centre for International Business, Rotman School of Management, University of Toronto, February.

E. Fischer and A.R. Reuber. 1997. Growing entrepreneurial firms: A research agenda. Richard Ivey School of Business, University of Western Ontario, London, Canada, June.

E. Fischer and A.R. Reuber. 1997. Dancing with tigers: A framework for evaluating Canadian firms’ cooperative arrangements for entering Asian markets. APEC Study Centre Consortium Conference: Shaping APEC for the Future, Banff, Alberta, May.

E. Fischer and A.R. Reuber. 1997. Internationalization of emerging businesses: Strategies for success. Strategic Leadership Forum, Toronto, January.

A.R. Reuber. 1995. Internationalization of SMEs and human resource development in Canada. Institute for Developing Economies, Tokyo, Japan, December. Published in *Proceedings of the International Seminar on Internationalization of SMEs and Human Resource Development in the Asia-Pacific Region*, Institute of Developing Economies, Tokyo, March 1996, pp. 198-206.

A.R. Reuber and E. Fischer. 1994. (When) should small firms "go global"? Lessons from the biotechnology and telecommunications industries. Department of Commerce, The Australian National University, Canberra, Australia.

### Policy and Practitioner Publications

C. Couper & A. R. Reuber. 2013. *Success in Fast-Growth Markets: Strategies for Smaller Players*. Publication 14-018. Global Commerce Centre, Conference Board of Canada. Summarized and published in *Rotman Magazine*, Spring 2014.

A. R. Reuber & E. Fischer. 2013. An Examination of the MaRS Discovery District, In *An international benchmarking analysis of public programmes for high-growth firms*. Local Economic and Employment Development Programme, OECD.

A. Reuber Reuber & E. Fischer. 2012. Going digital: Building international sales in a digital economy. *Rotman Magazine* (Winter).

R. Reuber & E. Fischer. 2011. To condemn or not to condemn: Why discreditable actions don’t always damage reputation. *Rotman Magazine* (Spring).

A.R. Reuber & E. Fischer. 2011. *Building International Sales in a Digitized Economy: Best Practices for SMEs*, Publication 11-301. International Trade & Investment Centre, Conference Board of Canada, Montreal. http://www.conferenceboard.ca/documents.aspx?did=4252

E. Fischer & A.R. Reuber. 2010. *The State of Entrepreneurship in Canada*. Small Business and Tourism Branch, Industry Canada, Ottawa. http://www.ic.gc.ca/eic/site/sbrp-rppe.nsf/eng/h\_rd02468.html

E. Fischer & A.R. Reuber. 2008. The challenges of building reputational capital. *Rotman Magazine* (Fall).

E. Fischer and R. Reuber. 2008. *Survival of the Fittest: Which SMEs Internationalize Most Extensively and Effectively?* Publication 08-338. International Trade & Investment Centre, Conference Bd of Canada.

A.R. Reuber & E. Fischer. 2005. Effectively supporting growth. *Rotman Magazine* (Fall).

E. Fischer and R. Reuber. 2002. *Leveraging Customer Relationships to Drive Growth: CEO Perspectives*. Leading Growth Firms Series 7, Ontario Ministry of Economic Development and Trade, Toronto.

 E. Fischer and R. Reuber. 2000. *Industrial Clusters and SME Promotion in Developing Countries*. Commonwealth Trade and Enterprise Paper 3, Commonwealth Secretariat.

B. Orser, E. Fischer, S. Hooper, R. Reuber and A. Riding. 1999. *Beyond Borders: Canadian Businesswomen in International Trade*. Ottawa: Department of Foreign Affairs & International Trade Canada.

P. Barnard, E. Fischer, R. Reuber and D. Rumball. 1998. *Elusive Gazelles: Finding Them and Helping Them Grow*. Toronto: Fulcrum Partners.

A.R. Reuber and E. Fischer. 1998. Small successes. *CA Magazine* (January/February): 36-37.

E. Fischer and A.R. Reuber. 1997. *Selling to Asian Markets: Partnership Strategies for Canadian SMEs*. Issues for APEC Series 5, Asia Pacific Foundation of Canada.

A.R. Reuber. 1996. Performance management of small business in the Canadian economy. In *Performance Management in Small Business*. Issued by the International Federation of Accountants, 1996: 31-39.

A. R. Reuber. 1994. *Strategic Partnering*. Issues Paper, Society of Management Accountants of Canada.

A. R. Reuber. 1993. *Implementing Business Process Redesign*. Management Accounting Guideline 21, Society of Management Accountants of Canada.

A.R. Reuber and E. Fischer. 1993. When should you invest in experience? *About FACE* 1: 7-9.

A.R. Reuber. 1991. *Strategic Planning for Information Resource Management*, Management Accounting Guideline 9, Society of Management Accountants of Canada.

A.R. Reuber. 1991. Planning for information resource management. *CMA Magazine* 65, 3 (April): 17-21.

A.R. Reuber and M.T. Lepage. 1990. From data modeling to management decisions. *Financial & Accounting Systems* 6, 2: 5-10.

### Other Research Activities

* Co-Editing a Special Issue on International Entrepreneurship, *Journal of International Business Studies* (2015-2017)
* Facilitator, Workshop on Management and the New Demographic” Unleashing the Economic and Organizational Potential of Migrants, Diaspora, and a Boundaryless Workforce, Academy of Management Annual Conference (Vancouver, 2015).
* Chair, Committees to select the 2014 and 2015 Best Paper Award, *Family Business Review*.
* Organized a panel for the 2012 Academy of Business UK-Ireland (Liverpool, UK) on internet-enabled international entrepreneurship, March 2012.
* Co-edited a Special Issue of *Family Business Review* on Marketing and the Family Firm, September 2011.
* Best practice case studies for social enterprises (disseminated online in 2009): Fort York Food Bank (performance measures); Carefirst Seniors (measurement culture); Scarborough’s Women’s Centre (coordinating performance measures); The National Educational Association of Disabled Students (Board effectiveness); Frontier College (measuring non-financial resources); Learning Partnership (measuring to facilitate program expansion)
* Member, Program Committee, REA-25: A Celebration of the REA Enterprise Ontology, University of Delaware, June 2007.
* Organized a panel session for the Annual Conference of the CCSBE, Banff, Alberta: *Foreign Peaks and Valleys: Effective Exporting*, with E. Fischer, B. Orser, A. Riding and J. Townsend, 1997.
* Organized, with Fulcrum Partners, a think tank on rapid growth firms, sponsored by the Royal Bank of Canada, the Business Development Bank of Canada, and Industry Canada, November 1997.
* Member, Selection Committee, Outstanding Doctoral Dissertation Award, Information Systems Section, American Accounting Association, 1993/94.
* Member, Program Committee, Managing Intelligent System Programs, Washington, D.C. March 1993.
* Member, Program Advisory Committee for the Annual Meeting of the American Accounting Association, Washington, D.C., Aug 1992.
* Chair, Selection Committee, Most Notable Contribution to the Accounting Information Systems Literature Award, American Accounting Association, 1991 and 1992.
* Member, Project Review Committee, Society of Management Accountants of Canada, 1990-93.

### Courses Taught

Case Analysis & Presentation, University of Toronto (MBA)

Entrepreneurship, University of Toronto (BCom/MBA/EMBA/ Executive Programs)

Entrepreneurship, University of Adelaide (MBA)

Entrepreneurship, University of Victoria (BCom)

Information Systems, University of Toronto (EDP / EMBA / MBA / BCom)

Markets and Competitive Strategy, Faculty of Engineering, University of Toronto (BASc)

Research Issues in Information Systems, Australian National University (PhD)

Accounting Information Systems, University of Toronto (MBA in Professional Accounting)

Data Base Management Systems, Dartmouth College (MSc)

Managerial Accounting I and II, University of Toronto (BCom)

Project Management, Dartmouth College (MSc)

### Student Teams Supervised

* Shape Collage, MOOT Corp invitation-only Business Plan Competition, Austin, Texas, May 2010.
* Certo Labs, Inc. Won Best International Business Plan at the Rice University Business Plan Competition and 2nd prize at the Ivey Business Plan Competition, March 2007.
* Trained 2 Rotman teams for the Financial Executives International (FEI) Case Competition, November 2006. They won 1st and 4th prize.
* CanAm Bowl Business Plan Competition (Winnipeg), 2005. Supervised Rotman team (third prize).
* George Washington University International MBA Case Competition, 2005. Supervised Rotman team which won third prize.
* ESADE MBA Business Review Competition (Spain), 2004. Supervised the Rotman team which won first prize of 5,000 euros and publication of their paper on corporate entrepreneurship.
* World Heritage Site Zollverein (Germany) Business Plan Competition, 2003-04. Supervised the Rotman team which won first prize of $30,000 USD.
* Saturn Business School Competition. Supervised the Rotman team in 1999 and 2002. In both years, a team of 5 MBA students won first prize of $15,000 for a marketing research & communications plan.
* Ivey Business Plan Competition. Supervised Rotman entries in 2000 (finalist), 2002 (Gala Award), 2004 (2 finalists; one 3rd place award), 2005 (3rd place award), 2009 (finalist), 2010 (1st and 3rd place).
* Concordia International MBA Case Competition. Coached the Rotman team from 1997-2004. The team placed 1st in 2000, 4th in 2001 and 2nd in 2004.

**External PhD Thesis Assessor**

### Zhen Zhang, Alberta Business School, University of Alberta, 2014

### Tomislav Rimac, IESE, Barcelona, Spain, 2011

### Student Research Projects Supervised

* Ameya Gharpure and Matt Zilli; Remote Work Practices (MBA) 2016
* Tian Tian; Funding Path for Hydrogen Fuel Cell Startups (Engineering Science thesis) 2016
* Jenn Fan; Feasibility of a Cooking Oil-Biodiesel Plant in Toronto (Engineering Science thesis) 2015
* Mridul Jain and Victoria Vanina; 5Crowd Financial Model (MBA) 2015
* Sabrina Bond; Toronto Gifted School (MBA) 2014
* Cobi Druxerman; Analysis of Startup Accelerators (MBA) 2014
* Instant Chemistry (R. Gonzalez, H. Xie, J. Bluvol) (MBA) 2013
* Button-Up Giftware (A. Boyer) (MBA), 2013
* Foreign Market Entry of High-Tech Korean Products, 27 students over 13 projects (MBA), 2009-11
* NIMTech and Vicicog commercialization projects with MaRS companies (MBA), 2010
* Urbanistica: Geographical Social Media, Ashish Chauhan, Siddharth Vishwanathan (MBA), 2010
* Sports Medicine Initiative, J. Humphries, T. Matthews, R. Megitt, T. Rahal (MBA), 2010
* Professional Services in the Urban Alternative Music Industry, Paul Waldron (MBA), 2009
* A Hybrid Specialized Health Care Venture, Brant Carson (MBA), 2009
* Analysis of Canadian Carbon Markets, Devon Huber (MBA), 2009
* The Branding of Ontario Wineries, Joanna Lasko (MBA), 2009
* Themeatbroker.com, Jeremy Mersereau (MBA), 2007
* Business Planning for Medical Niche Technology Products, Timothy Lee (MBA), 2007
* Strategic Analysis of W.M. Prager, Inc., Jacob Prager (MBA), 2007
* 3D Sketch, Michael Kolm (MBA), 2005
* Thomas Technology Partners, P. Haberhauer, A. Janardhan, R. Kumar, S. Lux, R Velez (MBA), 2005
* CES & the Global Horse Race Betting Industry, James Lanthier (MBA), 2002
* Shimmy Foods, Shimmy Brandes and Argun Kumar (MBA), 2002.
* Effective Internet Use in the Not-for-Profit Sector, Karin Baqi (BCom.), 2000.
* Planning in the Not-for-Profit Sector: Oakville Galleries, David MacNaughtan (MBA), 1998.
* Issues Involved in Venture Capital Financing of Canadian Biotech Firms, Gavin Bogle (MBA), 1990.

### Student Organizations

* Chair of the Board of Directors, Impact Consulting Group (MBA), 2015-
* Member, Board of Directors, Rotman NeXus (MBA consulting to social enterprises), 2005-2010
* Supervised the founding team of the University of Toronto Business Plan Competition, 2004-2008
* Chaired the Board of Directors, Impact Consulting Group (MBA), 1996-2001.

**University Administrative Activities** (since 1991)

2016- Advisory Board, Rotman-University of Toronto Press

2015- Undergraduate Programs Committee, Rotman School of Management

2014-15 Career Centre Faculty Advisory Board, Rotman School of Management

2014-15 Business Information Centre/Information Technology Advisory Committee, Rotman

2014- Member, Business Minor Committee, Faculty of Arts & Science, University of Toronto

2012- Member, Engineering Business Minor Review Committee and Rotman JRE Champion

2011- Chair of the Innovation & Entrepreneurship Major, Rotman School of Management

2008 External reviewer, McGill University, Bachelor of Commerce Program

2006-2007 Graduate Student Mentor, Status of Women Mentoring Program

2004-2005 MBA Admissions & Standards Committee, Rotman School of Management

2003-2004 Mentor, Status of Women Mentoring Program

2001-2002 Member, Learning Resources Committee, Rotman School of Management

1999-2002 Deputy Speaker of Faculty Council, Rotman School of Management

1999-2002 Member, AMS Steering Committee, University of Toronto

1999-2000 Member, Centres & Research Committee, Rotman School of Management

1998-99 Member, MBA Executive, Rotman School of Management

1997-98 Member, Decanal Search Committee, Rotman School of Management

1997-98 Member, Engineering/MBA Program Task Force, University of Toronto

1996-98 Faculty liaison with Women Entrepreneur of the Year Award program

1996-98 Member, Dean’s Committee, Rotman School of Management

1995-97 Member, Executive Committee, Rotman School of Management

1995-96 Member, Centres and Research Committee, Rotman School of Management

1994-95 Member, Administrative Computing Task Force, University of Toronto

1994-95 Member, Provostial Review of the Faculty of Information Studies

1993 Member, Women's Centenary Lecture Committee

1992-93 Member, Centres Review Committee, Rotman School of Management

1991-92 Member, Decanal Search Committee, Rotman School of Management

### Media (since 2004)

**Content**

*Cases for Globe and Mail’s Your Business Website*

* How can a startup get big retailers to trust them? December 9, 2015.
* How do you sell a product that’s still being developed? November 10, 2015
* People said they loved the idea – but were slow to sign up; September 18, 2015.
* How to start a business while protecting the downside; June 2, 2015.
* How do you attract investors when your venture has a long sales cycle; May 12, 2015.
* How to convince customers that your app-based startup is different; April 14, 2015.
* The challenge of building a two-sided market; March 17, 2015.
* How a Toronto startup is changing the product sampling game, Jan 6, 2015.
* So long, banner ad: Toronto startup offers custom, responsive native ads; Nov 21, 2014.
* Toronto restaurant balances social mission with economic return; Oct 17, 2014.
* Toronto startup learns importance of targeting the right customers; Sept 12, 2014.
* Narrow focus helps startup tap into wide range of opportunities; August 8, 2014.
* Crowdfunding success brings unexpected headaches to startup; June 27, 2014.
* After scattershot approach to sales misses the mark, startup recalibrates; May 30, 2014.
* Narrow focus helps startup tap into wide range of opportunities, August 8, 2014
* Crowdfunding success brings unexpected headaches to startup, June 27, 2014
* After scattershot approach to sales misses the mark, startup recalibrates. May 30, 2014.
* Breaking up is hard to do, but it worked out fine for this startup. April 25, 2014
* How to determine which big opportunities are worth pursuing. March 14, 2014
* How a small Toronto startup attracted big global talent. Feb 6, 2014
* Your business is neither scalable nor profitable. Now what? January 3, 2014.
* Wattpad hatches solution to its chicken-and-egg problem. Nov 22, 2103
* Scaling the business beyond the co-founders. Oct 4, 2013
* Believe it: Radio ads pay off for high-tech startup. June 28, 2013
* Founder finds his footing after pricey marketing missteps. May 31, 2013
* Beyond survival: How a startup evolves into a growth-stage company, May 3, 2013
* Firm succeeds by pitching learning tool directly to professors. April 5, 2013
* Restaurateur creates winning recipe to manage multiple locations. March 8, 2013
* You believe you have a winning idea: How to make others think so, too, February 8, 2013
* Selling chocolate bars so old school for new digital fundraising. January 11, 2013.
* From his parents’ basement, entrepreneur builds accounting powerhouse. December 14, 2012.
* How this employer stopped worker exodus. November 16, 2012. Achievers.
* Ad industry veteran puts social spin on salesforce engagement tool. October 19, 2012
* Startup raises more than it hoped for through crowdfunding site. Sept 21, 2012
* Careful hiring behind spa’s success in high repeat business July 27, 2012
* Licensees help Eagle’s Flight take off in foreign markets. June 29, 2012
* Keeping corporate culture unified across several location, June 1, 2012
* How does a new business price its first product? April 27, 2012
* How can a small startup attract a big partner? April 6, 2012
* A business built on an analogy finds its answer, March 9, 2012
* Car dealer test-drives Twitter promotion, January 13, 2012
* Company cleans up with specialty laundry soap, December 16, 2011
* Company grapples with selling innovative approach, November 18, 2011
* Steeped Tea brews a winning growth strategy, October 21, 2011
* Canadian manufacturer refuse to move off-shore, September 22, 2011
* How to lure top talent to a startup, July 8, 2011
* Five pieces of advice for aspiring restaurateurs, June 10, 2011
* Mabel’s Labels social media strategy sticks, May 13, 2011
* Navigating the shoals of rapid growth, April 15, 2011
* How to pitch new services to clients, March 18, 2011
* A great product was the easy part, February 17, 2011
* Rypple sees payoff of feedback, January 7, 2011
* Foldable shoemaker beats the odds, December 10, 2010
* A fresh approach to franchising, November 12, 2010
* Eco firm crafts careful plan to avoid false alarms, October 15, 2010
* Startup picks fight with social-buying giant Groupon, September 16, 2010
* Hire technical expert to boost online sales, August 20, 2010
* How to attract talent without hiring full-time, July 23, 2010
* Owners wanted out of long-standing family business, June 25, 2010
* Expand quickly to gain first mover advantage, May 28, 2010

*Editorials/Columns*

* 1MTweets a revolutionary movement, Metro News, September 22, 2009
* Celebrate entrepreneurs’ hard work, Metro News, October 22, 2008
* Why Have an Award Program Only For Women? Financial Post, November 15, 2005

*Live/Broadcast*

* Online interview with 10 Canada CBC Radio morning shows, Sept 26, 2012
* Expert online discussion commentator, globeandmail.com, March 3, 2010
* On-air interview with Jeff McArthur, 103.9 FM London Ontario, August 26, 2008
* On-air interview, CBC radio in Windsor Ontario, about women entrepreneurs, March 8, 2006
* Two on-air interviews with Mike Hornbrook, CBC Radio World Report, July 11, 2005
* *More To Life*, TVO, April 2, 2004

**Quoted in:**

* The Challenge: Can mobile mechanics outrun the industry’s shady reputation? A. Seale, Globe & Mail, February 24, 2016
* Can small businesses afford to pay employees a living wage? This bakery owner thinks so. J. Tchir, Globe & Mail, February 19, 2016.
* Eight Twitter tips for busy executives to boost your business, H. Schachter, Globe & Mail, January 31, 2016.
* The Challenge: Canadian doll maker faces tough competition against American Girl. D. Jermyn, Globe & Mail, August 19, 2015.
* Profit should not be a dirty word for social entrepreneurs, K. Vermond, *Globe & Mail*, July 17, 2015.
* E-commerce is the key to unlocking the U.S. market. A. Bosanac. *Canadian Business*, Summer 2015.
* Does word of mouth work to build a business? K. Sieniuc, *Globe & Mail*, May 14, 2015.
* The dos and don’ts of opening a small business. Global News, A. Chang. Feb 20, 2015
* How to succeed at e-commerce: Own your lane, *Maclean’s*, V. Kauri. October 7, 2014
* Canadian micro-businesses need mobile technology to grow. *Digital Journal*. Sept 30, 2014.
* ATMs driven to the fringes as technology advances. *Globe & Mail*, D. Jermyn. Sept 17, 2014
* Picking the best location for your business, BBC News, P. King. Sept 10, 2014.
* How a passionate builder is tackling Calgary’s housing sprawl. *Globe & Mail,* J. O’Kane. May 28/14.
* Consulting firm wants to sell software, *Globe & Mail*, J. Buckstein May 21, 2014
* Toronto startup pushes to sell innovative paywall system. *Toronto Star*, A. Searle. April 15, 2014
* The new younger face of startups. *Globe and Mail*. T. Grant. April 9, 2014.
* The rise of creative financing options. *Financial Post*. A. Ligaya. March 16, 2014.
* Winnipeg’s eyewear evolution can’t find investment . *Toronto Star*, T. Henheffer. August 27, 2013
* Competing globally as a small business? You’ll need IT. *ITBusiness.ca*. Candice So. Aug 19.
* The key to cracking emerging markets. *Profit Magazine*. D. Aarts. August 2, 2013.
* No time to take in dry cleaning? Bring it to the office by *Globe & Mail*, B. Bouw. July 29, 2013
* When to pick a partner, *Toronto Star* website, by Sarah Ratchford, March 13, 2013.
* Better than Silicon Valley, *Toronto Star,* J. Lindzon*,* March 6, 2013*.*
* To grow or not to grow: Small businesses face paradox. *Globe and Mail*, W. Immen, Nov 22, 2012
* Entrepreneurs too often don’t want to grow. *Globe & Mail*, Wallace Immen, Nov 7, 2012.
* The end of an institution. *Toronto Review of Books*, M. Davidon Ladly, Oct 26, 2012.
* 10 reasons why businesses fail. *Canadian Business*, Matt Lundy, Oct 18, 2012.
* Older, mostly male, and, increasingly, out west, *Macleans*, Matt Lundy, Oct 4, 2012.
* Canadians increasingly becoming entrepreneurs, *Canadian Business*, Matt Lundy, Oct 3, 2012.
* How the freemium model can make–or break–your tech business. *Financial Post*. K. Ho, Aug 26, 2012
* Big buyouts can be very divisive, W. Immen, Globe & Mail, April 13, 2012.
* Online first-movers not guaranteed success, J. Yap , ZDNet Asia, November 14, 2011
* Silicon Valley legend Steve Jobs resigns as Apple CEO, M. A-T. Yew, Toronto Star, Aug 24, 2011
* Filling the hiring hole, J. Shmuel. Financial Post, July 27, 2011
* Five strategies for selling online to international clients, N.E. Arellano, ITBusiness.ca, June 20, 2011.
* Out of the box, J. Shmuel, Financial Post and Ottawa Citizen, May 24
* Six mistakes that can sink a small business, R. Starr. Toronto Star, May 5, 2011
* How to do way more with less, J. McElgunn, Profit Magazine, May 2011
* Mompreneurs’ willing to juggle home, business responsibilities, V. Lu, Winnipeg Free Press, Apr 20/11
* Making the Leap, J. Shmuel, Financial Post, Apr 18/11
* Web startup crosses the language barrier, by M. Kaye, Toronto Star, March 18, 2011
* Can group dynamics kill innovation? by D. Jermyn, GlobeandMail.com, March 8, 2011
* The payoffs in owning the podium, by T. Tjaden, Globe and Mail, March 7, 2011
* Mompreneurs: Success comes with trade-offs, by V. Lu, Toronto Star, March 1, 2011
* Blueprint for a bigger business, by J. McElgunn, Profit Magazine, January 2011.
* St. John’s man seeks hot market for cool iceberg water, B. Bouzame, Post Media News, Nov 23, 2010
* Serial entrepreneurs profit from past mistakes, by C. Atkinson, Globe & Mail, Nov 3, 2010.
* How government, big banks and new technologies are helping — and harming — entrepreneurial firms, I. Portsmouth, Profit’s The Canadian Small Business Report, October 13, 2010.
* Big dreams brewing for entrepreneurs, D. Ebner, Globe & Mail, Oct 11, 2010: A7
* Entrepreneurial signs across Canada show improvement, B. Marotte, Globe & Mail, Oct 6/10
* Profit Hot 50: No. 1 profile – Not-so-wild child, J. McElgunn, Profit Magazine, Sept 2010
* Online sites let artisans reach around the world, N. Carniol, Toronto Star, Sept 20, 2010
* As in sports, teamwork is key for new business. A. Morrow. Globe and Mail, Sept 8, 2010
* Farmer rips page from corporate strategy handbook. D. Ebner, Globe and Mail, Aug 24, 2010
* Making shoes in Africa no mean feat, by J. Shmuel, Financial Post, August 3, 2010
* This is my favourite place to be. C. Dobby. *Telegraph-Journal*, June 19, 2010
* A Google-like R&D culture – Without the strings. C. Atkinson. *Globe & Mail*, June 2, 2010.
* Tips on challenging the heavyweights, J. Shmuel, *Financial Post*, May 17, 2010.
* Small business sector pans EI premium hike, R. Blackwell, *Globe & Mail*, Mar 3, 2010: B6
* Refreshing ideas, N. Carniol, *Toronto Star,* December 2, 2009: B6.
* Raising the curtain on friendship, N. Carniol, *Toronto Star*, October 15, 2009.
* The small saviours of Canada’s economy, K. Carmichael, *Globe & Mail*, Aug 18, 2009: B3
* Staying alive, J. Lorinc, *CA Magazine*, August 2009: 26-30.
* The new buzz in MBA class, M .T. Bitti, *Financial Post*, July 7, 2009.
* Beachwear retailer must draw line in the sand, S. Ladurantaye, *Globe & Mail*, June 23, 2009.
* Maximizing supply chain efficiency, M. Bitti, *Financial Post,* May 25, 2009.
* Am I ready to take my business national? M. Bitti, *Financial Post,* Feb 9, 2009.
* When his salary stopped, his new life began, T. Bonoguore, *Globe & Mail*, Feb 4, 2009: A12
* Find a business partner and breathe easy, S. Ladurantaye, *Globe & Mail*, Feb 2, 2009: B5
* How to find revenue in an economic downturn, M.Bitti, *Financial Post* January 5, 2009.
* Breaking through, J. Lorinc, *Report on [Small] Business*, November 2008: 28-32.
* Economic downturn: Survival Guide, S. Prashad, *Canadian Business*, Nov. 2008: 54-56.
* Small businesses staving off pessimism, R. Penty, *Telegraph-Journal*, October 24, 2008.
* Everyone warned us against it, by Stephanie Bomba, Metro News, October 22/08: 12
* Closing down opens new opportunities, N. Carniol.  *Toronto Star*, October 16, 2008: U5.
* Owners must insure their firm’s success, N. Carniol. *Toronto Star*, October 16, 2008: U9.
* How do I boost profits without increasing sales? M. Bitti, *Financial Post*, August 25, 2008
* How do I market big with a small ad budget? M. Bitti, *Financial Post*, July 22, 2008
* How do I plan for the unexpected? A. Lopez-Pacheo, *Financial Post*, June 30: FP8.
* How do I build a good advisory board? M.T. Bitti, *Financial Post*, June 16, 2008:
* How do I build an effective business network? M.T. Bitti, *Financial Post,* May 20/08: FP6.
* How do I get others to sell my product for me? M.T. Bitti, *Financial Post*, May 2/08: FP10.
* Is it time to go global? Financial Post, March 17, 2008: FP9.
* Rogers & Me, R. Mourtada, Globe & Mail Rpt on [Small] Business Magazine, March 2008.
* Small fish need big site, by A. Lopez-Pacheco, Financial Post.com, December 24, 2007
* The digital revolution, by Laura Penny, Globe &Mail, October 20, 2007: F8
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