

OMAR N. TOULAN

Faculty of Management
McGill University
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AREAS OF EXPERTISE

Corporate Strategy
International Management
Impact of Market Reforms on Firm Strategy/ Scope
Global Account Management/ Inter-firm Relations

UNIVERSITY EXPERIENCE

ASSOCIATE DEAN ACADEMIC 2007-present
ASSOCIATE PROFESSOR - *Strategy and Organization Area* 2004 - present
ASSISTANT PROFESSOR - *Strategy and Organization Area* 1998-2004
MBA PROGRAM DIRECTOR 2004-2005
STRATEGY AND ORGANIZATION AREA COORDINATOR 2004-5, 2006-7
McGILL UNIVERSITY, FACULTY OF MANAGEMENT Montreal, Canada
Responsible for teaching the International Business Policy and Managing Globalization courses in the MBA and B.Com programs.
Most Recent Average Teaching Rating (2006/7) = 4.6/5.0 (Highest in Area)

VISITING PROFESSOR – *Escuela de Economia Empresarial* 1999- present
UNIVERSIDAD TORCUATO DI TELLA Buenos Aires, Argentina
Responsible on an ongoing basis for teaching the Global Management course in the Executive MBA program. Teaching rating = 9.1/10

ASSISTANT PROFESSOR - *Institute of International Business* 1997 - 1998
STOCKHOLM SCHOOL OF ECONOMIC Stockholm, Sweden
Conducted research on a group of leading Swedish multinational corporations as part of the Institute's CAMINO project. In addition, taught the core Masters course in Strategic Management, lead a PhD seminar series, and lectured in the Executive MBA Program.

INSTRUCTOR - *The Bologna Center* June 1994
JOHNS HOPKINS, S.A.I.S. Bologna, Italy
Presented lectures as well as lead case discussions on Managing the Multinational and Introduction to Business Strategy to Masters students in international affairs as part of Johns Hopkins' Summer Program in International Business.

EDUCATION

MASSACHUSETTS INSTITUTE OF TECHNOLOGY 1992-1997
Alfred P. Sloan School of Management Cambridge, MA
PhD in *Strategy and International Management*
Thesis Title: "Adaptation to Environmental Shocks: Internationalization Responses to Market Liberalization" (Thesis Adviser: Donald Lessard - MIT)

GEORGETOWN UNIVERSITY 1986 -1990
School of Foreign Service Washington, D.C.
Bachelor of Science in Foreign Service
Major: International Economics Minor: International Business Diplomacy
Cumulative GPA: 3.93/4.00 Area studies on the Middle East/ Latin America
President, School of Foreign Service Academic Council (1987-1990)
Elected Commencement Speaker

UNIVERSITY of ANTWERP/ GEORGETOWN UNIVERSITY June 1989
Antwerp, Belgium
Study abroad program focusing on the EC and European expectations for 1992.
Agenda included seminars at the European Parliament and Council as well as visits to a number of Belgium corporations and financial institutions

GRANTS

SSHRC (Social Science and Humanities Research Council) Grant – 2002-2006
(Principal/Sole Researcher: \$135,000)
FQRSC (Quebec Government) Grant – 2002-2005 (Principal/Sole Researcher: \$45,000)
SSHRC Young Scholars Grant – 1999 (Principal/Sole Researcher: \$6100)
Marketing Science Institute Grant – 1998 (Co-Researcher: \$18,000)
Faculty of Management Small Research Grants – 1999, 2001 (\$3500, \$2600)
Travel Grant, Faculty of Management – 1998-2003 (5x \$1600)
Travel Grant, McGill University – 1998-2001 (\$1000, 3x \$500)
C .S. First Boston Doctoral Fellowship – 1992-1996

AWARDS

Undergraduate Teacher of the Year, Faculty of Management – 2005
Professor of Student Life Award - 2002, presented by the Management
Undergraduate Society to the Professor who had the greatest impact on student life during the year.
Fellow, Institute of Internat'l Business, Stockholm School of Economics - 2001
Best Dissertation Proposal Award, European Internat'l Business Academy – 1995
Graduated Georgetown Summa Cum Laude -1990
Dean's List, First Honors - 1990
Phi Beta Kappa as a Junior - 1989
Notz Medal for the Outstanding Economics Student -1990
International Business Diplomacy Honors Certificate - 1990
Dean's Citation for School Service - 1990
Marshall Scholarship Finalist/ Award Alternate - 1990
Alpha Sigma Nu (Jesuit Honor Society) - 1990

**OTHER
UNIVERSITY
EXPERIENCE**

RESEARCH ASSISTANT - *Mendoza Project* 1995 - 1997
M.I.T., Sloan School of Management Cambridge, MA
Worked with Professors Donald Lessard and Mauro Guillén on a joint project between MIT and the government of Argentina on the competitiveness and internationalization of Argentine firms.

TEACHING ASSISTANT
- *International Business Management* 1992-1995
- *Advanced Strategic Management* 1994
M.I.T., Sloan School of Management Cambridge, MA
As a teaching assistant for these two MBA courses, my duties included grading assignments and exams, assisting the professor in research for the course, and holding office hours to answer student questions regarding the course content.

FACILITATOR - *M.I.T. Executive Program in Corporate Strategy* 1994-1997
M.I.T., Sloan School of Management Cambridge, MA
Facilitated breakout group discussions on the development of a formal business plan. Assisted in preparing course material for this week-long seminar for top executives.

RESEARCH ASSISTANT - *DELTA Project* 1993-1994
M.I.T., Sloan School of Management Cambridge, MA
Worked with Professors Arnaldo Hax and Jack Rockart in researching the use of performance metrics by successful firms. In specific, conducted field research at Unilever's National Starch Division.

PUBLICATIONS

(with Julian Birkinshaw and David Arnold) "Role of Inter-organizational Fit in Global Account Management," *International Studies of Management and*

Organization, Vol. 36 (4) 2006-7.

(with Andrea Goldstein) "Multi-Latinas go to China: Two Case Studies," in Robert Grosse (ed.) *Can Latin-American Firms Compete?* Forthcoming 2007.

(with Julian Birkinshaw and David Arnold) "Managing Global Customers: Opportunities and Pitfalls," in Subir Chowdry (ed.) *Next Generation Business Handbook*, Hoboken, NJ: Wiley, 2004, pp. 630-644.

"The Impact of Market Liberalization on Vertical Scope: The Case of Argentina," *Strategic Management Journal*, Vol. 23 (6), 2002, pp. 551-560.

"A Resource Perspective on Internationalization Responses to Market Liberalization," *Emerging Markets Review*, Vol. 3 (1), 2002, pp. 51-68.

(with David Arnold and Julian Birkinshaw), "Can Selling Be Globalized? The Pitfalls of Global Account Management", reprinted in *Sales Management Business Fundamentals Series* (2nd Edition), HBS Press, Boston, 2002, pp. 129-142.

"Measuring the Impact of Market Liberalization on Export Behavior: The Case of Argentina," *The International Trade Journal* Vol. XVI (1), 2002, pp. 105-128.

(with Julian Birkinshaw and David Arnold), "Can Selling Be Globalized? The Pitfalls of Global Account Management," *California Management Review* Vol. 44 (1), 2001, pp. 8-20.

(with Julian Birkinshaw and David Arnold), "Global Account Management in Multinational Corporations: Theory and Evidence," *Journal of International Business Studies (JIBS)* Vol. 32 (2), 2001, pp. 231-248.

(with Maurizio Sobrero) "Task Partitioning, Communication Activities, and The Performance of Supplier Relations in Product Development: An Empirical Analysis," in *The Flexible Firm: Capability Management in Network Organizations*, Julian Birkinshaw and Peter Hagstrom, eds., Oxford University Press, 2000, pp. 21-42.

(with Julian Birkinshaw and David Arnold) "Global Account Management: Linking External Demands with Internal Abilities," in *The Flexible Firm: Capability Management in Network Organizations*, Julian Birkinshaw and Peter Hagstrom, eds., Oxford University Press, 2000, pp. 43-60.

(with Julian Birkinshaw and David Arnold) "Implementing Global Account Management in Multinational Corporations," *MSI (Marketing Science Institute) Working Paper Series*, Report No. 00-103, 2000, pp. 1-38.

(with Julian Birkinshaw and David Arnold) "Implementing Global Account Management in MNCs," *Thesis*, Vol. 4, 1999, pp. 14-17.

(with Mauro Guillén) "New Organizational Forms of Internationalization in Latin America: The Experience of Argentine Firms," *Organization*, Vol. 4, No. 4, November 1997, pp. 552-563.

(with Mauro Guillén) "Beneath The Surface: The Impact Of Radical Economic Reforms On The Outward Orientation Of Argentine And Mendoza Firms, 1989-1995," *Journal of Latin American Studies*, Vol. 29, Part II, May 1997, pp. 395-418.

"Nonlinearities in the Impact of Industry Structure: The Case of Concentration and Intra-Industry Variability in Rates-of-Return," *Industrial and Corporate Change*, Vol. 5, No. 1, 1996, pp. 175-202.

- CONFERENCE PROCEEDINGS** "Rethinking Internationalization: The Case of Siderar." *Conference Proceedings*, CLADEA Conference, October 8-10, 1997, Monterey, Mexico.
- "Firm Reactions to Environmental Shocks: Internationalization Responses to Market Liberalization in Argentina." *Conference Proceedings*, European International Business Academy (EIBA) Conference, December 15-17, 1996, Stockholm, Sweden.
- WORKING PAPERS & OTHER** "Internationalization Reconsidered: The Case of Siderar." *Sloan Working Paper* # 3938, July 1997.
- (with Hans Gersbach) "Processed Food Industry Study," *Manufacturing Productivity*, McKinsey and Company, 1993.
- UNDER REVIEW & IN PROGRESS** (with Maurizio Sobrero) "Inter-Organizational Fit and Buyer-Supplier Relations," (Revise and Resubmit *Organization Science*).
- (with Alvaro Cuervo-Cazzura) "The Transformation of Firm Scope Following Market Liberalization," (Revise and Resubmit *Industrial and Corporate Change*).
- (with Julian Birkinshaw and Tiemin Wang) "Is Account Manager's Decision Making Autonomy Good or Bad for Global Account Management? Explaining the Moderating Role of Communications" (Under Review *Journal of International Business Studies*)
- (with Pablo Martin de Holan) "Acquisitions as a Mode of Entry in Emerging Markets: The Case of Argentina, 1990-2000" (Under Review *Strategic Management Journal*)
- REVIEWS OF MY WORK** Research Brief in *Academy of Management Executive* by Eric Romero "Does Market Liberalization Impact Vertical Integration: Lessons from Argentina's Free Market Economy." Vol 17(3), 2003, pp. 144-146 (Research Brief on Toulon 2002 *Strategic Management Journal* Article).
- REFEREED CONFERENCE PRESENTATIONS** (with Pablo Martin de Holan) "The Antecedents of Emerging Market Divestitures" Academy of Management, August 2005, Honolulu.
- "Challenges of Global Account Management" Academy of International Business, July 2005, Quebec City.
- "Strategic Fit Research in MNCs," Emerging Frontiers in International Business Conference, September 2004, East Lansing, Michigan.

“Global Account Management and Inter-Organizational Fit” Academy of International Business, July 2004, Stockholm.

(with Pablo Martin de Holan) “The Antecedents of Emerging Market Divestitures” Academy of International Business, July 2004, Stockholm.

(with Alvaro Cuervo-Cazurra) “Firm Scope and Market Liberalization,” Academy of Management, August 2002, Denver.

“Market Liberalization and Firm Behavior: How Economic Integration Affects the Strategic Scope of “Grupos” in the Americas,” Academy of International Business, June 2002, Puerto Rico.

(with Alvaro Cuervo-Cazzura) “The Transformation of Firm Scope with Market Liberalization,” Academy of International Business, June 2002, Puerto Rico.

(with Alvaro Cuervo-Cazzura) “The Transformation of Firm Scope Following Market Liberalization,” European International Business Academy, December 2001, Paris.

(with Maurizio Sobrero) “Alternative Forms of Fit in MNE-Supplier Relationships in New Product Development,” Academy of International Business Conference, November 2001, Sydney, Australia

(with Maurizio Sobrero) “Alternative Forms of Fit of Supplier-manufacturer Relationships in New Product Development,” Academy of Management, August 2001, Washington, D.C.

(with Julian Birkinshaw and David Arnold) “Structuring Vendor-Customer Relationships: Towards a Model of Inter-organizational Fit,” Academy of International Business, November 2000, Phoenix AZ.

(with Julian Birkinshaw and David Arnold) “Challenges in Adapting to Global Customers,” Academy of International Business, November 2000, Phoenix AZ.

(with Julian Birkinshaw and David Arnold) “Global Account Management: Managing the Implementation Process,” Academy of International Business, November 2000, Phoenix AZ.

(with Maurizio Sobrero) “Alternative Forms of Fit of Supplier-manufacturer Relationships in New Product Development,” Strategic Management Society Meetings, October 2000, Vancouver, B.C.

(with Julian Birkinshaw and David Arnold) "Structuring Vendor-Customer Relationships: Towards a Model of Inter-organizational Fit," Mitsubishi Bank Foundation Conference, August 2000, Kanagawa, Japan.

(with Julian Birkinshaw and David Arnold) "Global Integration: The Promise and the Perception," Academy of Management Meeting, August 2000, Toronto, Canada.

(with Julian Birkinshaw and David Arnold) "Global Account Management in Multinational Corporations: Theory and Evidence," Workshop on Inter-organizational Collaboration, December 1999, Melbourne, Australia.

"A Resource Perspective on Internationalization Responses to Market Liberalization," Academy of International Business (AIB) Meeting, November 1999, Charleston, South Carolina.

"The Impact of Market Liberalization on Firm Scope," Academy of Management Meeting, August 1999, Chicago.

(with Maurizio Sobrero) "Task Partitioning, Communication Activities, and the Performance of Supplier Relations in New Product Development: An Empirical Analysis," Academy of Management Meeting, August 1999, Chicago.

"The Impact of Liberalization on Vertical Scope." Academy of International Business (AIB) Meeting, October 1998, Vienna, Austria.

"Firm Boundaries and Market Liberalization." Conference on Industrial Organization and Development, April 1998, Harvard Business School.

"Internationalization Reconsidered: Tangible versus Intangible Measures of Internationalization." Academy of International Business (AIB) Meeting, October 1997, Monterey, Mexico.

(with Mauro Guillén) "New Organizational Forms of Internationalization in Latin America." Strategic Management Society (SMS) Conference, October 1997, Barcelona, Spain.

"Modeling And Testing The Impact Of Market Liberalization On Export Behavior." Academy of Management Conference, International Management Division, August 1997, Boston, MA.

"Internationalization Reconsidered: Cognitive versus Physical Measures of Internationalization." European International Business Academy (EIBA) Conference, December 1996, Stockholm, Sweden.

"Adaptation to Environmental Shocks: Internationalization Responses to Market Liberalization in Argentina." Strategic Management Society (SMS) Conference, November 1996, Phoenix, AZ.

"Does Concentration Lead to Greater Similarity in Rates of Return?" Strategic Management Society (SMS) Conference, October 1995, Mexico City, Mexico.

"Sources of Local Variation and their Implications for Strategy," Academy of Management Conference, International Management Division, August 1995, Vancouver, Canada.

"Nonlinearities in the Impact of Industry Structure: The Case of Concentration and Intra-Industry Variability in Rates-of-Return," Academy of Management Conference, Business Policy and Strategy Division, August 1995, Vancouver, Canada.

SEMINARS

MIT, Cambridge, MA
Wharton, University of Pennsylvania
New York University
University of Michigan
London Business School
Imperial College London
Darden, University of Virginia
Stockholm School of Economics, Stockholm
McGill University
University of Bologna
University of Western Ontario
York University
University of Southern California
ESADE, Spain
Universidad Torcuato di Tella, Argentina
IAE, Argentina
CEMA, Argentina
Universidad Nacional de Cuyo, Argentina
OECD

ACADEMIC SERVICE

Strategy Area Co-ordinator
MBA Director
Faculty of Management Representative to the McGill Research Ethics Board
Research Committee Member, Faculty of Management
Academic Committee
Masters Program Committee
Teaching Executives Program Board Member
MBA Advisory Board
McGill International Management Consortia Executive Board Member
McGill Center for International Management Studies Task Force

Undergraduate Adviser
Case Competition Adviser
Academy of Management Doctoral Consortia Speaker, 2001
Track Chair, Academy of International Business, 2003

Reviewer: Social Science and Humanities Research Council of Canada
Journal of International Business Studies
Canadian Journal of Administrative Sciences
Journal of Business Research
Journal of International Management
Organization Science
Academy of Management
Academy of International Business

**BUSINESS
EXPERIENCE**

ECONOMICS ASSOCIATE Summer 1993
McKINSEY GLOBAL INSTITUTE Washington, D.C.
Served as a member of the team responsible for McKinsey's *Manufacturing Productivity Report* (October 1993), which analyzed and explained productivity differences across the US, Japan, and Germany. Lead the research for and wrote the Report's case study on the Processed Food Industry, as well as assisted on that of the Automotive sector.

BUSINESS ANALYST 1990-1992
McKINSEY AND COMPANY, INC. New York, NY
Responsibilities included analyzing and presenting industry and client information; interviewing specialists and client representatives; building company and market-based models. Also, as a member of the Consumer Practice, I researched issues of importance to consumer industries so as to increase Firm knowledge in these areas, as well as responded to internal questions regarding consumer companies.

RESEARCH ASSISTANT 1989-1990
COUNCIL OF ECONOMIC ADVISERS Washington, D.C.
The Council is responsible for informing and advising the President on the state of the economy and other economic matters. Duties as a Research Assistant included collecting data and presenting it in a variety of forms to be used by the Chairman of the Council in meetings with the President, Congress and the media. Also responsible for proofing Presidential briefings.

**FOREIGN
EXPERIENCES
& LANGUAGES**

Countries Lived In: Argentina, Canada, Egypt, Lebanon, Sweden, United States, United Kingdom, France
Languages Spoken: English (Native), Spanish (Fluent), French (Basic)
Citizenship: American (with Canadian Permanent Residency)