# 2024-2025 RESEARCH REPORT

Bob Gaglardi School of Business & Economics

THOMPSON RIVERS UNIVERSITY

## Territorial Acknowledgement

Thompson Rivers University campuses are situated on the ancestral lands of the Tk’emlúps te Secwépemc (Kamloops campus) and the T’exelc (Williams Lake campus) within Secwepemcúl̓ecw, the traditional and unceded territory of the Secwépemc. The region TRU serves also extends into the territories of the St’át’imc, Nlaka’pamux, Nuxalk, Tŝilhqot’in, Dakelh, and Syilx peoples.

# MESSAGE **FROM THE DEAN**

Our world is rapidly changing; some of the most pressing challenges of our time stem from climate change, the growing role of AI and technology, and economic and political uncertainty. These issues affect people, businesses and ecosystems globally.

In this 2024/25 research report, you will find the latest contributions our faculty members have made to business and economics research. Their studies tackle these challenges head-on, and, most importantly, they offer actionable insights to shape strong decisions, smart policy and innovative solutions.

Dive in and explore how entrepreneurship can reshape one's identity, how terrorist attacks affect corporate decision-making, how businesses can adopt sustainable operations without sacrificing economic viability and more. I hope you learn something new and dig into the research that interests you the most via the links provided.

***Dr. Ehsan Latif***
*Interim Dean, Bob Gaglardi School of Business and Economics*

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# Pharmaceutical supply chains: risks, challenges and strategic response

## TRU author: Dr. Avninder Gill

What happens when the world's most critical supply chains face mounting pressure from pandemics, regulatory hurdles and rising costs? This study by Dr. Avninder Gill explores the pharmaceutical supply chain — a complex network that delivers life-saving medicines to patients and healthcare providers. The paper outlines the unique challenges these supply chains face, from forecasting demand and managing temperature-sensitive inventory to coordinating production and distribution across global regions. It also proposes a strategic framework to help firms mitigate risks. With drug shortages, counterfeiting and cost pressures on the rise, the study offers a strategic mapping model to help pharmaceutical companies respond effectively. For anyone curious about how medicine gets from lab to patient, this research offers timely and valuable insights.

**Gill, A. (2025). Pharmaceutical supply chains: risks, challenges and strategic response.** *Journal of Applied Business and Economic.* Article Gateway
https://doi.org/10.33423/jabe.v27i2.7581

**Pharmaceutical Supply Chains: Risks, Challenges and Strategic Response**

**Avninder Gill**
**Thompson Rivers University**

*A pharmaceutical supply chain consists of sourcing of ingredients and technology, production, distribution and delivery mechanisms to provide medicines and supplies to patients and healthcare facilities in a cost effective and timely manner. This paper introduces the structure of pharmaceutical supply chains within the larger context of health care supply chains and provides discussion on past work and the emerging trends in pharmaceutical supply chains. The paper further explores the unique operational challenges and strategic issues faced by the pharmaceutical supply chains. The paper further proposes a strategic response framework and a mapping tool to deal with these risks and challenges.*

*Keywords: pharmaceutical supply chain, strategic response, strategic mapping, risk management*

**INTRODUCTION**

Pharmaceutical supply chain (PSC) involves the processes of sourcing, manufacturing, distributing and delivering drugs and pharmaceutical supplies to the retailers, hospitals and end-users of these products. This supply chain aims to provide the medicines in the right quantity, to the right place, at the right time and at an affordable cost while maximizing the financial benefits for its shareholders and meeting the regulatory requirements of the health care system. This is achieved through a complex network comprising of various business and non-business entities such as drug manufacturers, distributors, research organizations, laboratories, government agencies, regulatory authorities, retail pharmacies, and healthcare facilities. Several regulatory mechanisms and checks and balances exist in this supply chain network to ensure a safe and effective supply. Besides the retail segment, the diagnostic, treatment and prevention products are also an important part of the PSC.

The larger multinational companies dominate the pharmaceutical landscape due to their global outreach and resource access. This dominance poses certain risks to the healthcare system due to lack of abundant supply during pandemic times, supply disruptions, lack of contingency planning and quality issues. The competitive landscape in the pharmaceutical industry is changing, bringing newer possibilities, opportunities, challenges and consequences. Under this dynamic environment, pharmaceutical companies must stay ahead and proactively devise sound and robust strategies to ensure sustainable profits. These strategies typically revolve around revenue management principles, product promotion, price adjustments and developing R&D capabilities to create newer and more profitable product lines. The stronger emphasis on R&D efforts helps in treating previously untreatable medical conditions and results in newer products, services and revenue streams for the PSC. However, harvesting R&D benefits is often short-lived because the innovative firms start facing stiff competition from generic drug companies, alternate treatments and drug counterfeiting. Therefore, these innovative companies are always exploring newer strategies and

# Managerial sentiment and short-term operating decisions: evidence from terrorist attacks

TRU author: Dr. Yanmin Gao

What happens when CEOs are shaken by events far outside the boardroom? A new study by Dr. Yanmin Gao and co-authors finds that terrorist attacks can trigger psychological shifts in managers that ripple through corporate decision-making. Using data from terrorist attacks across the U.S., the researchers show that firms headquartered near these events tend to cut costs more aggressively and invest less in inventory — signs of short-term pessimism. The effect is strongest among companies led by younger or less confident CEOs, and when attacks are more deadly or managers have little prior exposure to violence. The study also finds that these shifts are temporary, typically lasting two quarters. By linking external trauma to internal business choices, the research offers fresh insight into how sentiment — not just strategy — can shape corporate behaviour.

**Chen, X., Gao, Y., Huang, R. & Yu, Y. (2025). Managerial sentiment and short-term operating decisions: evidence from terrorist attacks.** *Contemporary Accounting Research.* Wiley Online Library.
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ARTICLE

## Managerial sentiment and short-term operating decisions: Evidence from terrorist attacks

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**Abstract**
Using terrorist attacks and mass shootings as an exogenous source driving psychological changes in managerial sentiment, we explore the causal effect of managerial sentiment on firms' short-term operating decisions. Employing cost stickiness to measure short-term operating decisions on resource allocation and cost control, we find that firms located in the attacked metropolitan areas experience a significant decline in the degree of cost stickiness. We further find that the effect is more pronounced for firms that have inexperienced and less confident CEOs, when attack events are more salient, and when managers have lower prior exposure to negative events in their personal experiences. We also explore inventory management as another form of short-term operating decisions and find that firms exhibit reduced asymmetric inventory management and a lower level of abnormal inventory holdings in post-attack periods. Overall, our study suggests that shocks caused by exogenous negative events affect managerial sentiment, which in turn shapes managers' short-term operating decisions.

**KEYWORDS**
managerial sentiment, operating decisions, real effect, terrorist attacks

### Inquiétude des gestionnaires et décisions opérationnelles à court terme : données issues des attentats terroristes

**Résumé**
En considérant les attentats terroristes et les fusillades de masse comme des sources exogènes de bouleversements psychologiques, cette étude analyse le lien de causalité entre l'inquiétude des gestionnaires et les décisions

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*Contemp Account Res.* 2025;1–33. wileyonlinelibrary.com/journal/care 1

# The emergence of a co-operative amidst economic disruption: a historical narrative of Amul Co-op in India

TRU author: Dr. Abhijit Ghosh

In this compelling historical study, Drs. Abhijit Ghosh and Abhirup Chakrabarti trace the emergence of India's iconic Amul cooperative during a time of deep economic disruption and colonial exploitation. The research reveals how grassroots collective action by milk producers in Gujarat — frustrated by unfair pricing and monopolistic practices — led to a 15-day milk strike in 1946 that disrupted supply to Bombay and catalyzed the formation of a farmer-owned cooperative. Using structuration and panarchy theories, the authors show how local agency, cultural solidarity and nationalistic sentiment converged to challenge entrenched power structures and build a resilient, democratic enterprise. Amul's success wasn't just economic — it symbolized self-reliance, resilience, innovation and the power of community-led transformation in the face of resource constraints and institutional voids.

**Ghosh, A. & Chakrabarti, A. (2025). The emergence of a co-operative amidst economic disruption: a historical narrative of Amul Co-op in India.** *Administrative Sciences.* MDPI. https://doi.org/10.3390/admsci15060214

administrative sciences

MDPI

*Article*

**The Emergence of a Cooperative Amidst Economic Disruption: A Historical Narrative of Amul Coop in India**

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**Abstract:** This study presents a process narrative of how cooperatives emerge during periods of economic disruption. Cooperative organizations are pluralistic and embedded in existing local economic contexts. Yet, the role that such organizations play can be pronounced when economic disruption occurs in the absence of well-established institutions to support cooperative ideology. This study uses the Structuration and Panarchy frameworks to examine the dynamics of Amul's emergence, where individual producers organized against the existing structure of production in a period characterized by reorganization at the broader macro level. The study complements insights from economic and social perspectives while presenting a view of how individuals organize economically in the context of disruption. The narrative broadens the view of when collective action becomes possible and what explains sustained socio-economic value creation from such enterprises.

**Keywords:** cooperative formation; economic hostility; entrepreneurial dynamism; business history

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**1. Introduction**

The emergence of social development enterprises such as cooperatives continues to attract research attention (Boone & Özcan, 2014; Hote, 2021). Agency theories of emergence highlight the role of individual human intentionality, foresight, and self-reflexiveness in bringing about change and discontinuity in economic systems. These theories view individuals as autonomous and active contributors to the formation of organizations through their self-regulated and goal-directed actions (Shogren et al., 2017). These theories pay less attention to the role of structures that shape rules and resource distribution. Structuralist views, on the other hand, uphold the primacy of the broader institutional and industry structures in bringing about adaptive change (Lounsbury & Ventresca, 2003). These perspectives have been noted for their determinism and over-socialized views (Granovetter, 1985), and for underemphasizing strategic intent (Etzioni, 1967; Smith & May, 1980; Whittington, 2007; Jarzabkowski, 2005; Chatterjee et al., 2019).

Highlighting a dichotomy presented by existing views, strategy scholars call to examine process-oriented accounts of organizational action (Greve & Rao, 2012; Whittington, 2007; Tsoukas, 2009). Social development enterprises often emerge through the collective and sustained actions of large groups working together to solve shared challenges (Schneiberg et al., 2008). Two underlying conditions are prominent. First, the presence of a stimulus, such as a set of shared concerns, that triggers collective action (Stephan et al., 2015; Whittington, 2010; Weber et al., 2008). Second, the presence of well-established

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# Moving toward economic and digital sustainability in marketing analytics

TRU author: Dr. Matti Haverila

In a world awash with data, why do so many marketing analytics projects still fail? A new study led by Dr. Matti Haverila digs into this paradox — revealing that poor data quality and rising uncertainty in technology and markets are key culprits. Surveying 236 North American professionals with experience in big data marketing analytics, the research found that firms operating in volatile environments often struggle to extract meaningful insights. But there's a twist: companies with even limited experience in analytics were better equipped to handle uncertainty and produce high-quality results. The study introduces a new framework that combines technology and information quality into a single measure, offering managers a roadmap to improve decision-making and sustainability. The takeaway is clear: in the face of rapid change, quality — not quantity — is what makes data truly valuable.

**Haverila, M., Al-Azad, M. S., Haverila, K. C., Mohiuddin, M., & Su, Z. (2024). Moving toward economic and digital sustainability in marketing analytics.** *Journal of Global Information Management.* IGI Global.
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## Moving Toward Economic and Digital Sustainability in Marketing Analytics

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### ABSTRACT

Despite analytical advancements, firms have yet to realize the full potential of big data marketing analytics (BDMA) because the poor quality data restricts customer predictions and insightful decisions. Technology and market uncertainty create challenges in understanding business needs, choosing analytical tools, determining customer insights, and market trends. This study aims to assess the quality of marketing analytics, including technology and information quality. Data were collected from 236 North American respondents working in firms with at least limited experience in the deployment of BDMA. The analysis tool was PLS-SEM. The findings supported the hypothesis that technology and market uncertainty negatively influence the quality of analytical outcomes. This study makes a significant theoretical and methodological contribution to BDMA literature by assessing the quality of analytics as an integrated formative construct.

### KEYWORDS

Big Data Marketing Analytics (BDMA), Technology Quality, Information Quality, Technology and Market Uncertainty, Quality of Marketing Analytics

### INTRODUCTION

Big data analytics (BDA) is a new field, yet at the same time, a powerful source of competitive advantage in which firms continuously increase their investments (Grover et al., 2018; Rialti et al., 2019). According to the 2021 International Data Corporation (IDC) report, global spending on big data (BD) and analytics is increasing at about 10 percent annually and reached $215.8 billion in 2021 (Shirer & Goepfert, 2021). Since markets become more volatile and consumer behaviours seem unpredictable, firms heavily depend on massive data to get insights about their consumers and market trends (Cao & Tian, 2020). Moreover, the ever-increasing competition forces firms to be more customer-centric in delivering goods, services, and marketing campaigns sustainably

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# Customer information technology capability and suppliers' commitments

TRU author: Dr. Chris He

What if a company's tech savvy could actually inspire its suppliers to invest more in the relationship? A new study led by Dr. He finds that firms with strong information technology capabilities — especially those with sustained, systematic IT investments — are more likely to receive strategic commitments from their suppliers. These commitments, measured through supplier R&D and patent activity, increase by up to 20 per cent when customers consistently demonstrate IT strength. The study also shows that this effect is amplified in competitive and fast-growing industries, where access to high-quality, timely information is crucial. By sharing operational, strategic and market data, tech-capable customers help suppliers reduce risk and boost bargaining power. The findings suggest that IT capability isn't just an internal asset — it's a catalyst for deeper, more innovative supplier relationships.

**Frost, T. S., He, Z. HuangFu, J. & Lim, J. (2024). Customer information technology capability and suppliers' commitments.** *Journal of Information Systems.* American Accounting Association.
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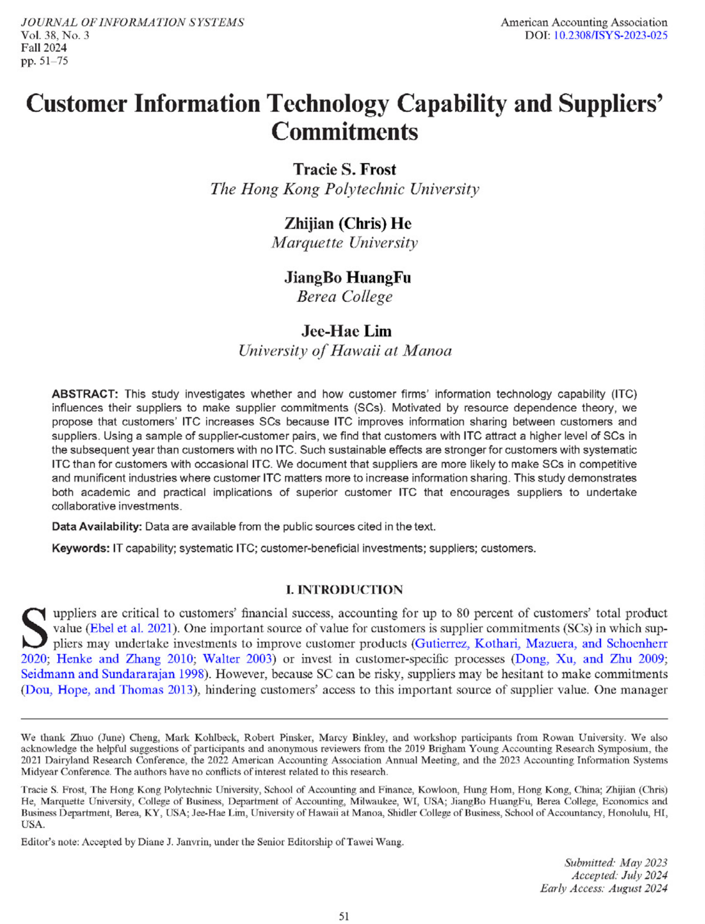

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## Customer Information Technology Capability and Suppliers' Commitments

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**ABSTRACT:** This study investigates whether and how customer firms' information technology capability (ITC) influences their suppliers to make supplier commitments (SCs). Motivated by resource dependence theory, we propose that customers' ITC increases SCs because ITC improves information sharing between customers and suppliers. Using a sample of supplier-customer pairs, we find that customers with ITC attract a higher level of SCs in the subsequent year than customers with no ITC. Such sustainable effects are stronger for customers with systematic ITC than for customers with occasional ITC. We document that suppliers are more likely to make SCs in competitive and munificent industries where customer ITC matters more to increase information sharing. This study demonstrates both academic and practical implications of superior customer ITC that encourages suppliers to undertake collaborative investments.

**Data Availability:** Data are available from the public sources cited in the text.

**Keywords:** IT capability; systematic ITC; customer-beneficial investments; suppliers; customers.

### I. INTRODUCTION

Suppliers are critical to customers' financial success, accounting for up to 80 percent of customers' total product value (Ebel et al. 2021). One important source of value for customers is supplier commitments (SCs) in which suppliers may undertake investments to improve customer products (Gutierrez, Kothari, Mazuera, and Schoenherr 2020; Henke and Zhang 2010; Walter 2003) or invest in customer-specific processes (Dong, Xu, and Zhu 2009; Seidmann and Sundararajan 1998). However, because SC can be risky, suppliers may be hesitant to make commitments (Dou, Hope, and Thomas 2013), hindering customers' access to this important source of supplier value. One manager

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# Determinants of supportive care experiences for women living with breast cancer in rural communities of British Columbia

TRU authors: Dr. Melba D'Souza, Dr. Subhrahmanya Karkada

In a cross-sectional study of 100 women living with breast cancer in rural British Columbia, Dr. Subrahmanya Karkada and colleagues identified key factors that shape supportive care experiences. Younger age (particularly under 40), higher education and being three-to-five years post-diagnosis, were linked to more positive outcomes across medical treatment, psychosocial support and complementary therapies. The study found that 77 per cent of participants experienced moderate to severe treatment related problems requiring emergency care. While nearly half felt uninformed about available healthcare services. Regression models showed that education and post-treatment health issues were significant predictors of supportive care quality. The findings underscore the urgent need for tailored, accessible support services — especially in rural areas — and highlight the value of decision-support tools, community navigators and virtual health technologies in improving survivorship care.

**D'Souza, M., Gidda, R., Karkada, S. & Nairy, A. (2025). Determinants of supportive care experiences for women living with breast cancer in rural communities of British Columbia.** *Canadian Oncology Nursing Journal.* [http://canadianoncologynursingjournal.com/index.php/conj/article/view/1598](http://canadianoncologynursingjournal.com/index.php/conj/article/view/1598)


Determinants of supportive care experiences for women living with breast cancer in rural communities of British Columbia

by Melba Sheila D'Souza, Ruby Gidda, Subrahmanya N. Karkada, and Ashwin Nairy

ABSTRACT

**Background:** *Enabling women with breast cancer to actively participate in their care requires a better understanding of the interplay between contextual factors and mediators. This research explored the determinants of supportive care experiences for women living with breast cancer in rural communities of British Columbia.*

**Methods:** *The study used a quantitative, descriptive, cross-sectional design. A survey regarding demographic, health, decision support, and breast cancer supportive care experiences was administered to 100 participants.*

**Results:** *The combination of being less than 40 years old, having an undergraduate education, and being three to five years post-diagnosis is associated with higher (more positive) total survey scores. A linear combination of undergraduate school and health problems post-treatment showed higher medical treatment scores, with $R^2 = 23\%$.*

**Conclusion:** *The findings emphasize the growing need for psychosocial and emotional supportive care for cancer survivors. The results highlight the potential benefits of informed decision-support tools to fortify supportive care, emphasizing the need to facilitate better supportive care services for women battling breast cancer.*

**Recommendation:** *Supportive care plays a crucial role in guiding individuals' experiences with cancer through the healthcare system. Increasing supportive care centres, especially in rural areas, could improve patient-reported outcomes, and experiences, and ensure timely access to care.*

*Keywords:* oncology, cancer, breast, women, adult, patient, healthcare, supportive care, navigation, survivorship, reported outcome

AUTHOR NOTES

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INTRODUCTION

Breast cancer is the most common cancer and the second leading cause of cancer death in Canadian women (Canadian Cancer Statistics Advisory Committee, 2023). It is estimated that in 2024, 30,500 Canadian women were diagnosed with breast cancer, representing 25% of all new cancer cases in women in that year (Canadian Cancer Society, 2024; Brenner et al., 2024). The new breast cancer cases in Canada were distributed in 2021 among those of European, East Asian, African, West Central Asian, Middle Eastern, and South Asian ancestry (Hwee & Bougie, 2021).

The overall incidence of breast cancer in British Columbia, with one in eight women in the province expected to be diagnosed during their lifetime (HealthLink BC, 2021), has clear implications for women's emotional, physical and spiritual well-being. In 2018, 3,820 women in British Columbia were newly diagnosed with breast cancer and 640 women in the province died from the disease (BC Cancer Registry 2022a; BC Cancer Registry 2022b; Brenner et al., 2024). Numerous studies have been published highlighting the myriad needs these women have (Altherr et al., 2023; D'Souza et al., 2023; Herbert et al., 2021). The psychological impact of breast cancer encompasses the fear of mortality, financial concerns, identity loss, and altered self-worth. However, Sherman and Fessele (2019) demonstrated women with high social support, when navigating the complexities of breast cancer, experienced improved quality of life.

Awareness regarding the impact of breast cancer treatment among women has increased and is gaining significance in cancer research. The consequences of cancer treatment include a spectrum of late side effects, including cognitive changes, infertility, early menopause, osteoporosis, subsequent cancer risks, lymphedema, and cardiovascular complications (Mayo Clinic, 2023; Dibble et al., 2023). Breast cancer survivors have reported myriad post-treatment challenges, including anxiety, depression, and chronic pain, which can significantly impact their quality of life (Ramirez et al., 2020). Addressing these long-term effects is crucial for enhancing the quality of life of cancer survivors.

The value of various support services has been reported. Wittal (2018) emphasized that individuals' ability to

# Evaluating Canada's position in AI adoption for eHealth system: a blended wing for future research directions

TRU author: Dr. Salman Kimiagari

Canada has the potential to lead in using artificial intelligence (AI) to improve healthcare — but it's not there yet. In this study, Dr. Salman Kimiagari explores how AI could transform Canada's eHealth system by making care more efficient, personalized and accessible, especially in remote areas. The paper highlights promising developments, like Saskatchewan's investment in digital health and the rise of AI-powered tools for diagnosis and treatment. But it also uncovers major challenges: fragmented regulations, low digital literacy, privacy concerns and a lack of trust in AI. Kimiagari calls for better training, stronger data protection and more collaboration between governments, tech companies and healthcare providers. If you're curious about how AI could shape the future of Canadian healthcare — and what's holding it back — this study offers a detailed roadmap worth reading.

**Kimiagari. S. (2025). Evaluating Canada's position in AI adoption for eHealth system: a blended wing for future research directions.** *International Journal of Knowledge Management.* IGI Global.
https://doi.org/10.4018/IJKM.384590

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## Evaluating Canada's Position in AI Adoption for eHealth System:
### A Blended Wing for Future Research Directions

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**ABSTRACT**

This research examines the gaps in adopting and accepting artificial intelligence (AI) in eHealth systems and proposes potential strategies for successful implementation. This paper begins by providing an overview of AI in eHealth systems in Canada and outlines the systematic methodology employed in this review. Subsequently, a theory-driven research agenda is presented, followed by the concluding observations. To address prior research gaps and identify promising areas for integration, this study reviews the existing literature on AI in eHealth in Canada. As a new perspective and meaningful advancement, the current findings offer novel insights and groundbreaking research for the future of Canadian eHealth systems based on AI. Strategies, such as capacity-building partnerships (between countries with similar best practices and Canada) and cultural/ethical regulation improvements, can pave the way for AI's transformative role in improving e-healthcare outcomes, aligning with the United Nations' Sustainable Development Goals.

**KEYWORDS**

e-Health, AI, Technology Adoption, Canada

#### 1. INTRODUCTION

##### 1.1. Artificial Intelligence Benefits in eHealth

Technological advancements have opened new possibilities for certain types of care (Kemp et al., 2021). In recent years, there has been growing concern about artificial intelligence (AI) solutions within the healthcare sector (Lee & Yoon, 2021) and the evaluation of AI adoption for healthcare. For example, researchers have yet to investigate this perspective about the links between apps (applications that can be installed in any electronic tool) and how AI can be used in healthcare in more impactful ways, and it is primarily limited to the adoption phenomenon by utilizing conventional models (Cho et al., 2020; Dash et al., 2022), wearable healthcare devices, smart wearable devices, and other technologies (Chakraborty & Paul, 2023). It is widely known that apps are helpful and provide a pleasant user experience (Wei et al., 2021), and some apps, such as mobile fitness apps, have been ranked among the top 10 sought-after mobile applications (Zhu et al., 2023).

From the government's perspective, AI usage helps reduce annual healthcare expenditures, increases access to real-time disease information, and limits healthcare professionals' exposure to contagious environments (Schwalbe & Wahl, 2020), addressing the government's key concerns.

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# Cultural attachment and job satisfaction among Canada's Indigenous population

**TRU authors: Dr. Laura Lamb, Dr. Peter Tsigaris**

What makes Indigenous employees feel satisfied at work? This study dives into that question, revealing a strong link between cultural attachment — a sense of pride, connection and participation in one's Indigenous identity — and job satisfaction. Using data from over 10,000 employed Indigenous Canadians, the researchers found that those with stronger cultural ties were significantly more likely to report being satisfied with their jobs. The effect was consistent across generations and Indigenous groups, with Inuit respondents showing the strongest connection. The study also found that income, education, marital status and rural living all contributed to higher job satisfaction. These findings suggest that workplaces that embrace and support Indigenous cultural identity — through inclusive policies and practices — can foster happier, more engaged employees. If you're interested in how culture shapes workplace wellbeing, this research offers valuable insights.

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https://doi.org/10.1007/s11205-024-03445-1

ORIGINAL RESEARCH

## Cultural Attachment and Job Satisfaction Among Canada's Indigenous Population

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**Abstract**
This research examines the connection between cultural attachment within Canada's Indigenous population and the job satisfaction of employed adults. Using the 2017 Aboriginal Peoples Survey, we explore the influence of their cultural attachment on job satisfaction for four generations and across First Nations, Inuit, and Métis Indigenous identities. The cultural attachment social indicator was first created with an index based on four belonging questions and then adjusted for measurement errors. Findings show a positive relationship between cultural attachment and job satisfaction, with the probability of job satisfaction increasing as cultural attachment increases, especially for those who have a high level of cultural attachment with their community. Analysis by age group finds a robust association between cultural attachment and job satisfaction for the four generations: Boomers, Generation X, Y, and Z. The study finds an association between cultural attachment and job satisfaction for all three Indigenous subgroups. The Inuit have the largest cultural attachment effect, followed by First Nations and then Métis. The results emphasize the significance of diversity in organizational settings and the role of cultural attachment within communities in promoting organizational job satisfaction. The findings suggest that policies and practices promoting culture bonding may improve job satisfaction and, thus, performance.

**Keywords** Cultural Attachment · First Nation · Generations · Inuit · Job Satisfaction · Métis

**Abbreviations**

| | |
|---|---|
| a45 | If age 45 plus then 1; otherwise, 0 |
| APS | Aboriginal Peoples Survey |
| belongc | I am active in [First Nations/Métis/Inuit/Aboriginal] organizations, social |

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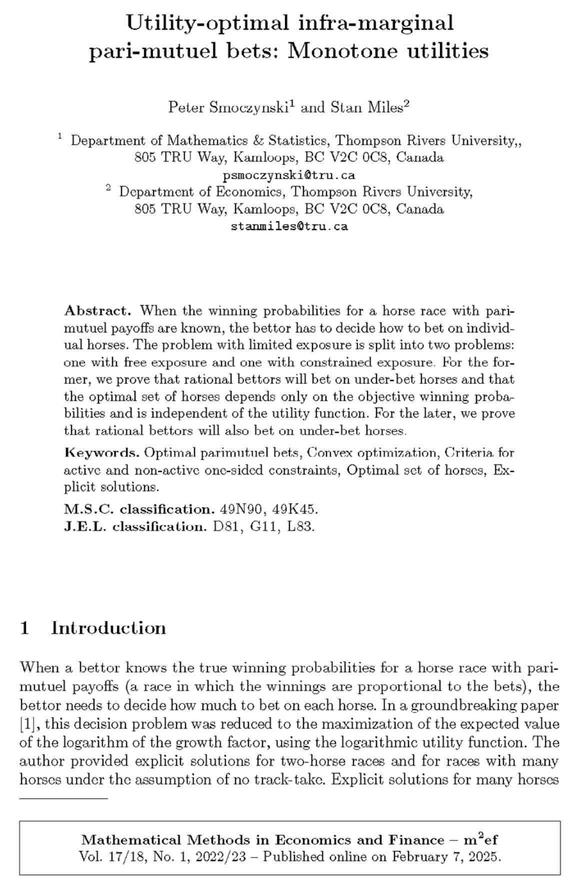
**Clark, D., Lamb, L. & Tsigaris, P. (2025). Cultural attachment and job satisfaction among Canada's Indigenous population.** *Social Indicators Research.* Springer Nature Link. https://doi.org/10.1007/s11205-024-03445-1

# Utility-optimal infra-marginal pari-mutuel bets: monotone utilities

TRU authors: Dr. Peter Smoczynski, Dr. Stan Miles

In this study, Drs. Peter Smoczynski and Stan Miles tackle a classic betting dilemma: how should a bettor allocate their money across horses in a race when the true odds of winning are known? Building on and extending the famous Kelly criterion, the authors develop a new framework that works with any utility function — not just logarithmic ones — and accounts for real-world constraints like limited betting exposure. Their key finding? Rational bettors should only bet on "under-bet" horses — those whose odds are undervalued by the crowd — and the choice of which horses to bet on doesn't depend on the bettor's personal risk preferences. The paper also introduces algorithms for calculating optimal bets under both free and constrained exposure and shows how the model can be applied beyond horse racing to investment decisions and other zero-sum games. If you're curious about the math behind smart betting — or how optimization theory can guide real-world choices — this paper offers a rigorous and surprisingly practical roadmap.

**Smoczynski, P. & Miles, S. (2025). Utility-optimal infra-marginal pari-mutuel bets: monotone utilities.** *Mathematical Methods in Economics and Finance.* Ca' Foscari University of Venice.
https://www.unive.it/web/fileadmin/user_upload/dipartimenti/DEC/doc/Pubblicazioni_scientifiche/m2ef/17-18_2022_2023/Smoczynski_Miles_17-18_2022_2023.pdf



Utility-optimal infra-marginal pari-mutuel bets: Monotone utilities

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**Abstract.** When the winning probabilities for a horse race with pari-mutuel payoffs are known, the bettor has to decide how to bet on individual horses. The problem with limited exposure is split into two problems: one with free exposure and one with constrained exposure. For the former, we prove that rational bettors will bet on under-bet horses and that the optimal set of horses depends only on the objective winning probabilities and is independent of the utility function. For the later, we prove that rational bettors will also bet on under-bet horses.

**Keywords.** Optimal parimutuel bets, Convex optimization, Criteria for active and non-active one-sided constraints, Optimal set of horses, Explicit solutions.

**M.S.C. classification.** 49N90, 49K45.
**J.E.L. classification.** D81, G11, L83.

1 Introduction

When a bettor knows the true winning probabilities for a horse race with pari-mutuel payoffs (a race in which the winnings are proportional to the bets), the bettor needs to decide how much to bet on each horse. In a groundbreaking paper [1], this decision problem was reduced to the maximization of the expected value of the logarithm of the growth factor, using the logarithmic utility function. The author provided explicit solutions for two-horse races and for races with many horses under the assumption of no track-take. Explicit solutions for many horses

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# Evolutions of omni-channel fulfillment performance: an in-depth case study in grocery retailing

TRU author: Dr. Stuart Milligan

As online grocery shopping surges, retailers are racing to keep up, but their fulfillment systems are struggling to adapt. This eight-year case study of a major UK grocery chain reveals that even with multiple operational overhauls, the company never reached a stable, efficient state. The researchers propose that the retailer's logistics system behaves like a complex adaptive system, one that's constantly reacting to pressures from both online and in-store shopping. These pressures are fundamentally at odds: online demands speed and flexibility, while in-store operations rely on predictability and bulk efficiency. The study shows how these conflicting pressures prevent the system from settling into a balanced rhythm. To help retailers navigate this tension, the authors propose three strategies (drawn from paradox theory), offering fresh insights into how businesses can evolve without losing control.

**Milligan, S., Davies, I., Yalabik, B., Celik, M. & Squire, B. (2025). Evolutions of omni-channel fulfillment performance: an in-depth case study in grocery retailing.** *Journal of Operations Management.* Wiley Online Library.
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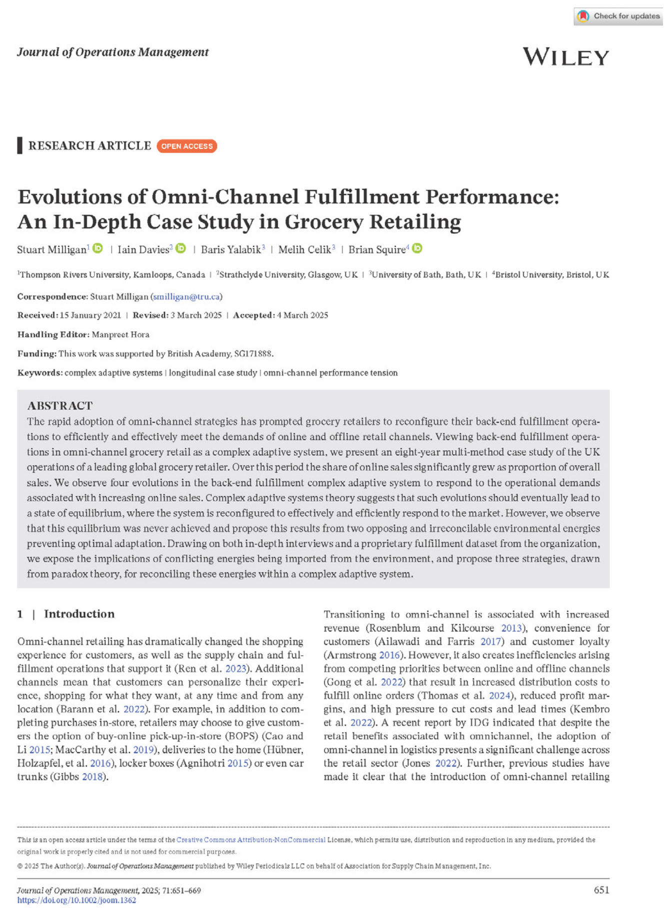
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RESEARCH ARTICLE OPEN ACCESS

## Evolutions of Omni-Channel Fulfillment Performance: An In-Depth Case Study in Grocery Retailing

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**Keywords:** complex adaptive systems | longitudinal case study | omni-channel performance tension

**ABSTRACT**

The rapid adoption of omni-channel strategies has prompted grocery retailers to reconfigure their back-end fulfillment operations to efficiently and effectively meet the demands of online and offline retail channels. Viewing back-end fulfillment operations in omni-channel grocery retail as a complex adaptive system, we present an eight-year multi-method case study of the UK operations of a leading global grocery retailer. Over this period the share of online sales significantly grew as proportion of overall sales. We observe four evolutions in the back-end fulfillment complex adaptive system to respond to the operational demands associated with increasing online sales. Complex adaptive systems theory suggests that such evolutions should eventually lead to a state of equilibrium, where the system is reconfigured to effectively and efficiently respond to the market. However, we observe that this equilibrium was never achieved and propose this results from two opposing and irreconcilable environmental energies preventing optimal adaptation. Drawing on both in-depth interviews and a proprietary fulfillment dataset from the organization, we expose the implications of conflicting energies being imported from the environment, and propose three strategies, drawn from paradox theory, for reconciling these energies within a complex adaptive system.

### 1 | Introduction

Omni-channel retailing has dramatically changed the shopping experience for customers, as well as the supply chain and fulfillment operations that support it (Ren et al. 2023). Additional channels mean that customers can personalize their experience, shopping for what they want, at any time and from any location (Barann et al. 2022). For example, in addition to completing purchases in-store, retailers may choose to give customers the option of buy-online pick-up-in-store (BOPS) (Cao and Li 2015; MacCarthy et al. 2019), deliveries to the home (Hübner, Holzapfel, et al. 2016), locker boxes (Agnihotri 2015) or even car trunks (Gibbs 2018).

Transitioning to omni-channel is associated with increased revenue (Rosenblum and Kilcourse 2013), convenience for customers (Ailawadi and Farris 2017) and customer loyalty (Armstrong 2016). However, it also creates inefficiencies arising from competing priorities between online and offline channels (Gong et al. 2022) that result in increased distribution costs to fulfill online orders (Thomas et al. 2024), reduced profit margins, and high pressure to cut costs and lead times (Kembro et al. 2022). A recent report by IDG indicated that despite the retail benefits associated with omnichannel, the adoption of omni-channel in logistics presents a significant challenge across the retail sector (Jones 2022). Further, previous studies have made it clear that the introduction of omni-channel retailing



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# What drives firms’ Belt and Road strategy, performance and CSR?

TRU author: Dr. Alex Ng

What happens when a country launches one of the world’s most ambitious international development strategies — and thousands of companies decide to join in? This study dives into the real-world impact of China’s Belt and Road Initiative (BRI) on the firms that participate. Drawing on data from nearly 900 companies over a decade, Dr. Alex Ng and co-authors found that BRI firms outperformed their peers: they earned more, hired more people and weathered the COVID-19 pandemic more effectively. Private companies and those based on China’s East Coast saw the biggest gains. To explain why, the authors developed a new model showing how BRI creates a supportive environment that helps businesses grow and contribute to social welfare. For business leaders and policymakers, this research offers valuable insights into the strategic and social benefits of joining the BRI.

**Xu, Y., Wu, M. & Ng, A. (2025). What drives firms’ Belt and Road strategy, performance and CSR?** *Springer Nature: Business and Economics.* Springer Nature Link.
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ORIGINAL ARTICLE

## What drives firms’ Belt and Road strategy, performance, and CSR?

Yisheng Xu[1,3] · Miao Wu[1,3] · Alex Ng[2,3]

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**Abstract**
The “Belt and Road Initiative” (BRI) may be the greatest cooperation endeavor in the world. How do firms pursuing BRI perform? There is a scarcity of firm-level BRI studies and no empirical test of the strategy tripod, which includes institutional, industry, and resource-based views. Thus, we are motivated to test the strategy tripod on performance, employment, and business resilience. Moreover, there is no theoretical mechanism linking BRI strategy to firm outcomes. Hence, we create an institutional theory-based model with mechanisms by which BRI creates performance, CSR, and resilience. To empirically examine this novel model, we develop a portfolio of BRI firms and non-BRI competitors in which BRI is the treatment variable. Then, we undertake PSM-DID panel analyses on Chinese listed companies from 2011 to 2020. The findings demonstrate that BRI firms are more profitable, hire more people, and are more resilient than non-BRI firms. As the treatment factor for institutional theory, BRI does explain performance, CSR, and resilience. Furthermore, private control also benefits BRI firms. In particular, we find out that BRI firms in the East Coast region perform better than those from other regions. Our findings yield management decisions about whether to join BRI and policy conclusions about how to advance the BRI. We affirm that all three theories of the strategy tripod explain the performance and CSR of Chinese BRI firms. Thus, as the modern Silk Road, BRI does develop prosperity.

**Keywords** Belt and Road Initiative · Institutional theory · Strategy tripod · Performance · Social responsibility · COVID-19 pandemic

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# Entrepreneuring as existential transformation: a review of entrepreneurial identity with a typology of career and personal change

TRU author: Dr. Tolulope Oluwafemi, Dr. Angus Duff

What if starting a business wasn't just about making money — but about becoming who you truly are? This thought-provoking review by Drs. Tolulope Oluwafemi and Angus Duff reimagines entrepreneurship as a deeply personal journey of transformation. Drawing from theories of entrepreneurial discovery and identity, the authors introduce a four-part typology showing how entrepreneurs experience change: from minimal shifts to full existential reinvention. At its most powerful, "emancipatory entrepreneuring" helps individuals break free from life and career constraints, aligning their work with their authentic selves. Whether someone stumbles into entrepreneurship or carefully plans it, the process can reshape both identity and livelihood. This paper offers a fresh lens for understanding entrepreneurship not just as a business activity, but as a path to personal freedom and self-realization.

**Oluwafemi, T. B., & Duff, A. J. (2024). Entrepreneuring as existential transformation: a review of entrepreneurial identity with a typology of career and personal change.** *Cogent Business & Management.* Taylor & Francis Online. https://doi.org/10.1080/23311975.2024.2418424

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ENTREPRENEURSHIP & INNOVATION | RESEARCH ARTICLE

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## Entrepreneuring as existential transformation: a review of entrepreneurial identity with a typology of career and personal change

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**ABSTRACT**
Emancipatory entrepreneuring, the actions taken to liberate oneself from work and life constraints, transforms the lives of entrepreneurs' and has implications for entrepreneurial identity. However, this phenomenon is poorly understood. In this conceptual paper, we draw from literature of entrepreneurial discovery and emancipatory entrepreneuring to develop a typology of entrepreneurial transformation experienced by nascent entrepreneurs, thereby contributing to existing work on constructions of entrepreneurial identity. The main contribution of this paper is the conceptualization of four types of entrepreneurial transformation (minimal, career, personal, and existential) involving changes to the entrepreneur's personal life, career, or both. The fourth quadrant of this typology—Existential Transformation, shows the highest level of transformation to both the personal and career lives of the entrepreneur. In this quadrant, we see emancipatory entrepreneuring as a fully agentic exercise, with one dually focusing on the identification and pursuit of change at the level of self to become the person one wants to be, integrated with the pursuit of a successful entrepreneurial venture that aligns what one does for a living with whom one wishes to be. We discuss all four types of entrepreneurial transformation, the factors that induce them, and implications to theory and practice.

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Entrepreneurship; entrepreneuring; entrepreneurial discovery; emancipation; identity; transformation

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### 1. Introduction

Entrepreneurship is the act of becoming for the business venture, and a transforming process for the entrepreneur who connects with and connects the different elements of the world in this process of creating something new (Tibbits & Peacock, 1999). Therefore, entrepreneurship is as much about identity and sense making as it is about market and money-making (Johannisson, 2011; Radu-Lefebvre et al., 2021). But to the detriment of our understanding of entrepreneurship, there has been less research exploring how individuals construct their social world to entrepreneurial behavior (Down & Reveley, 2004). Yet, understanding the construction of the entrepreneurial self is crucial to the efficacy of entrepreneurial endeavors (Celuch et al., 2017; Down & Reveley, 2004; Grimes, 2018). We see entrepreneurial endeavors as an existential extension of the entrepreneur and contribute to knowledge of how entrepreneurial identity is shaped by considering the different types of career and personal transformation entrepreneurs experience on their journey to realizing their business venture.

Rindova et al. (2009) conceptualized entrepreneurship as a process that transforms the entrepreneur by way of acting as a vehicle to achieve emancipation from the structural or societal constraints that bind individuals. The core idea is that entrepreneurship may act as a vehicle to overcome the existing political, social, or power systems at play limiting the individual to seek both personal and career goals, with the process of transition to being an entrepreneur labelled entrepreneuring (Phillips, 2013; Rindova et al., 2009). This kind of entrepreneurship, one that aims to enable the entrepreneur to break free from barriers and create change, has made us aware of the emancipatory potential of entrepreneurship and the

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# Societal trust and corporate bankruptcy

TRU author: Dr. Zubair Raja

What if the secret to faster, fairer corporate bankruptcies wasn't stronger laws or better institutions, but something less tangible, like trust? This study shows that societal trust — the shared belief that people can generally rely on one another — has a powerful influence on how efficiently bankruptcies are resolved across countries. Using data from 99 nations over 16 years, Dr. Zubair Raja and co-authors find that, in high-trust societies, bankrupt firms spend less time stuck in legal limbo, are more likely to survive as going concerns and retain more of their value in the process. The effect is particularly strong in low-income and high-corruption countries, where trust helps fill the gaps left by weak institutions. These findings suggest that trust is not just a social virtue, but also an economic asset with direct consequences for corporate recovery and financial stability.

**Jha, A., Oyotode-Adebile, R., Raja, Z. (2024). Societal trust and corporate bankruptcy.**
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Societal trust and corporate bankruptcy☆

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ABSTRACT

We find that societal trust—the extent to which residents of a country trust others—is associated with a more efficient bankruptcy process. Bankruptcy resolutions are faster, efficient outcomes are more likely, and the value lost during the bankruptcy process is lower in countries with higher societal trust. This effect of societal trust on the efficiency of the bankruptcy process is more pronounced in countries with low-income per capita, and in corrupt countries. Our results are derived from the analysis of survey data concerning the outcomes of a hypothetical firm's bankruptcy in 99 countries from 2004 to 2020, a dataset also utilized by Djankov et al. (2008).

**1. Introduction**

An efficient bankruptcy means a speedy resolution that leads to a greater likelihood of a better outcome. It also means that the value lost by the firm will be less. Understanding the determinants of an efficient bankruptcy process remains of great interest to researchers because an efficient bankruptcy process reduces the cost of debt,[1] subsequently influencing a firm's financing and investment decisions.

In their seminal study on bankruptcy around the world, Djankov et al. (2008) present insolvency practitioners with the same case study of a medium-sized insolvent hotel and ask them to describe how the debt enforcement went. Their findings were eye-opening. An excerpt from their study is illustrative:

Looking at worldwide averages, we find that all procedures [foreclosure, liquidation, or an attempt at reorganization] are extremely time-consuming, costly, and inefficient. Only 36 percent of the countries achieve the efficient outcome of keeping the hotel as a going concern… between the transaction costs of debt enforcement, the delay cost of the proceedings, and the loss from reaching the wrong outcome, a worldwide average of 48 percent of the hotel's value is lost in debt enforcement.…legal origins and per capita income are the most important cross-country determinants of efficiency (page 1107).

The researchers who examine the determinants of an efficient bankruptcy have focused on the role of access to courts, bankruptcy codes, the legal regime (e.g, Müller, 2022; Davydenko and Franks, 2008; Djankov et al., 2008), and the level of development in the financial sector as reflected by characteristics such as bank competition (e.g., Gormley et al., 2018; Cornaggia et al., 2019) and information disclosure (Chen, 2021). This stream of literature ignores the role that societal trust might play in the efficient resolutions of bankruptcies.

We fill this gap in the bankruptcy literature by focusing on the role of societal trust—an aspect of culture that reduces transaction costs—in the bankruptcy process. We focus on the following questions: Is the level of societal trust in a country associated with the efficient resolutions of corporate bankruptcies? Specifically, we ask: (i) Are bankruptcy resolutions faster? (ii) Is the likelihood of emerging as a going concern [the efficient outcome] greater? (iii) Is the value lost during bankruptcy less?

The idea that societal trust can affect economic outcomes is not new. Arrow (1972) wrote that: "Virtually every commercial transaction has within itself an element of trust, certainly any transaction conducted over a period. It can be plausibly argued that much of the economic backwardness in the world can be explained by the lack of mutual

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[1] Several studies document this finding (e.g., De Jong et al., 2008; Mansi et al., 2021; Bose et al., 2021; Van Binsbergen et al., 2010).

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# Assessing recreational use value in British Columbia's largest urban park

## TRU authors: Dr. Meng Sun, Dr. Peter Tsigaris, Arwinddeep Kaur

What's a walk in the park really worth? For residents of Kamloops, British Columbia, Kenna Cartwright Park — the province's largest municipal park — offers more than scenic views and fresh air. A new study by Drs. Sun and Tsigaris, and co-author Arwinddeep Kaur, a graduate from the Master of Science in Environmental Economics and Management program at TRU, estimates that each visit to the park provides an average recreational benefit of CAD 19.23, adding up to CAD 4.19 million in annual value in 2021. During the COVID-19 lockdown, when indoor venues closed and outdoor spaces became vital refuges, park visits surged and the value spiked to CAD 6.79 million. Using the Travel Cost Method, the researchers show how urban parks contribute to public well-being, especially in times of crisis. If you're curious about how economists measure the value of nature — and what this means for future urban planning — this study offers a compelling and accessible read.

**Kaur, A., Sun, M. & Tsigaris, P. (2025). Assessing recreational use value in British Columbia's largest urban Park.** *PARKS: The International Journal of Protected Areas and Conservation.* [https://doi.org/10.2305/IAKQ4577](https://doi.org/10.2305/IAKQ4577)

PARKS VOL 31.1 MAY 2025

ASSESSING RECREATIONAL USE VALUE IN BRITISH COLUMBIA'S LARGEST URBAN PARK

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**ABSTRACT**

Urban parks play a vital role in improving daily life for residents and providing a range of ecological benefits. This study applies the Travel Cost Method to estimate the recreational use value of Kenna Cartwright Park, the largest municipal park in British Columbia, located in Kamloops. Based on survey and visitation data, the estimated consumer surplus per person per visit is CAD 19.23, resulting in an annual recreational use value of approximately CAD 4.19 million in 2021. The study also examines how recreational value responded to external shocks, such as the COVID-19 pandemic. In spring 2020, park visitation nearly doubled during the local lockdown, and the total annual recreational value rose to CAD 6.79 million. These findings highlight the value of accessible green spaces and the essential role of urban parks in supporting public well-being and resilience in times of disruption such as COVID-19.

**Keywords:** consumer surplus, green infrastructure, outdoor recreation, revealed preferences, travel cost method, welfare economics

**INTRODUCTION**

Urban parks, as semi-natural ecosystems, offer a wealth of health, ecological, environmental, social and economic benefits (Kolimenakis et al., 2021; Wilson & Xiao, 2023; Zhang & Qian, 2024). However, these green spaces also present a trade-off, occupying land that could otherwise accommodate buildings and roads to support growing urban populations (Du & Zhang, 2020; Huang et al., 2023; Kabisch et al., 2016; Reeve, 2024). Assessing the economic value of ecosystem services of urban parks informs policymakers about development, maintenance and preservation priorities.

A park's total value offers a broad estimate of its worth, but recreational use value provides detailed insights into how these green spaces function as leisure, sport hubs and during crises such as during the COVID-19 pandemic (Grzyb et al., 2021; Venter et al., 2020). This specificity is critical for informed decision-making and resource allocation. In this study, we estimate the recreational use value of Kenna Cartwright Park (KCP), the largest municipal park in British Columbia, Canada.

KCP is an 800-hectare municipal nature park located in the Southwest of Kamloops, a city of 100,000 people in the interior of British Columbia. The park includes over 40 kilometres of trails for various skill levels, making it a popular site for recreational activity. Ecologically, the park is diverse, with wetlands, hills, valleys, grasslands, sagebrush, Ponderosa Pine and Douglas Fir forests. It overlooks Kamloops, the confluence of the North and South Thompson Rivers and Kamloops Lake. KCP also supports a range of wildlife including insects, diverse bird species, chipmunks, Coyotes, deer and Black Bears. The park serves as a model of urban blue-green infrastructure, integrating ecological conservation with recreational use (City of Kamloops, 2021; Truscott & Tsigaris, 2022).

Despite KCP's appeal, its recreational use value has not been comprehensively studied. This omission leaves a gap in understanding its economic significance and role in urban life in British Columbia. KCP thus presents an important case study for assessing recreational value and for informing urban park policy in the region.

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# Invasive species on British Columbia's grasslands: estimating the benefits of control policies

## TRU authors: Dr. Peter Tsigaris, Dr. Joel Wood

What are British Columbians willing to pay to protect their grasslands from invasive plants? Quite a lot, it turns out. This study reveals strong public support for controlling invasive species across B.C.'s interior, with nearly 89 per cent of survey respondents favouring action. Using a choice experiment, the researchers found that households are willing to pay significantly more for biological and targeted grazing methods than for chemical control — and they prefer major eradication efforts over minor ones. The estimated annual benefits of these control policies range from $208 million for chemical spraying to nearly $500 million for targeted grazing. These findings highlight not only the ecological importance of grassland preservation but also the public's readiness to invest in sustainable, non-chemical solutions.

**Ajayi, A., Tsigaris, P., Wood, J. & Fraser, L. (2025). Invasive species on British Columbia's grasslands: estimating the benefits of control policies.** *Biological Invasions.* Springer Nature Link.
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**Invasive species on British Columbia's grasslands: estimating the benefits of control policies**

**Adetola Ajayi · Panagiotis Tsigaris · Joel Wood · Lauchlan Fraser**

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**Abstract** Invasive species significantly impact biodiversity and ecosystem services, causing economic and ecological damage. Particularly, non-native plant invasions in grasslands impose costs on society, including biodiversity loss, habitat destruction, and altered recreational opportunities. This study attempts to measure preferences for reducing the loss of aggregate ecosystem services caused by invasive plant species in British Columbia's (B.C.) grasslands. While the study does not explicitly value reduction in individual ecosystem service benefits, it captures public preferences for policy action, which may implicitly reflect broader ecological concerns. The results of a choice experiment survey reveal a strong willingness to pay (88.6% of survey respondents) for comprehensive control policies, with a preference for widespread control in B.C.'s interior. The results indicate that respondents are willing to pay more for either biological control methods or targeted grazing compared to chemical control approaches, with a preference for major to moderate eradication of invasive species. A heterogeneity analysis reveals that environmental concern, income, education, and geographic background significantly shape preferences for policy action. We estimate that in aggregate, B.C. households are willing to pay 208 million CAD [95% CI 156 million, 251 million] annually for chemical control of invasive species on B.C.'s grasslands. For biological control methods this estimate more than doubles to 454 million CAD per year [95% CI 349 million, 559 million]. For targeted grazing control methods, the estimate is 493 million CAD per year [95% CI 396 million, 592 million]. These results indicate large potential benefits of invasive species control on B.C. grasslands. This study estimates public preferences for invasive species control policies in British Columbia's grasslands, focusing on willingness to pay for different control measures and locations.

**Keywords** Biodiversity · Ecosystem services · Grasslands · Invasive plants · Control methods · Valuation

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Springer

# Finances of the nation: the past, present and future of fuel taxation in Canada

TRU author: Dr. Joel Wood

What if the gas tax is running out of road? In this timely study, economist Joel Wood explores the past, present and future of fuel taxation in Canada. As electric vehicles gain ground and fuel tax revenues shrink, Wood examines the case for replacing current gas and diesel taxes with a tax on vehicle kilometres travelled (VKT). His analysis estimates that a federal VKT tax of 1.32 cents per kilometre could replace current federal fuel tax, with provincial rates varying based on fuel efficiency and tax structures. The paper also weighs the pros and cons of VKT taxes, including privacy concerns and implementation costs. If you're curious about how Canada might adapt its tax system for a low-carbon future, this article offers a clear and thought-provoking analysis.

**Wood, J. (2024). Finances of the nation: the past, present and future of fuel taxation in Canada.** *Canadian Tax Journal.* Elsevier.
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## Finances of the Nation

### THE PAST, PRESENT, AND FUTURE OF FUEL TAXATION IN CANADA

*Joel Wood**

*For almost 60 years, the Canadian Tax Foundation published an annual monograph,* Finances of the Nation, *and its predecessor,* The National Finances. *In a change of format, the 2014* Canadian Tax Journal *introduced a new "Finances of the Nation" feature, which presents annual surveys of provincial and territorial budgets and topical articles on taxation and public expenditures in Canada.*

*This article examines the fiscal landscape of gasoline and diesel fuel taxes in Canada at the federal and provincial/territorial levels. After describing the taxes and the current carbon-pricing system, the author discusses the various rationales put forward to justify the taxation of fuels. He notes that the revenues from these taxes have declined as a share of total government revenue, and explains why this decline is expected to continue into the future, especially as electric vehicles become more widely adopted. The article then considers the advantages and disadvantages of replacing fuel taxes with a tax on vehicle kilometres travelled (VKT). Finally, the article provides initial estimates of VKT tax rates that would replace the revenue from current federal and provincial/territorial excise taxes on gasoline and diesel fuels.*

*The underlying data for the* Finances of the Nation *monographs and for the articles in this journal will be published online in the near future.*

**KEYWORDS:** GASOLINE TAX ■ OPTIMAL ■ PUBLIC FINANCE ■ VEHICLE KILOMETRES TRAVELLED ■ MILEAGE TAX ■ ELECTRIC VEHICLES

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# Alternative career pathways of skilled migrants: looking for new meanings amid starting again

TRU author: Dr. Viktoriya Voloshyna

Starting over in a new country often means more than just finding a job — it can mean redefining who you are. This compelling study dives into the lived experiences of skilled migrants in Canada who, unable to continue in their original professions, pursue "alternative careers" that often fall short of their qualifications. Through in-depth interviews, researchers identified three distinct pathways — provisional, experimental and reformist — each reflecting different levels of identity transformation and meaning-making. Some migrants resist letting go of their past roles, viewing new jobs as temporary steppingstones. Others experiment with new identities, while a third group embraces their new careers as sustainable and fulfilling. The study offers valuable insights for employers, policymakers and migrants themselves, showing that meaningful work isn't just about status — it's about finding purpose amid change.

**Zikic, J., Mansoori, S., & Voloshyna, V. (2024). Alternative career pathways of skilled migrants: looking for new meanings amid starting again.** *European Journal of Work and Organizational Psychology.* Taylor & Francis Online.
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Alternative career pathways of skilled migrants: looking for new meanings amid starting again

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ABSTRACT
This qualitative study aims to provide an in-depth understanding of skilled migrants' lived experiences of *alternative careers*. We explore identity work and meaning-making processes of career actors for whom alternative career options often meant "beginning again". While focusing on psychological, temporal, and contextual dimensions of alternative career transitions, our findings identify three unique alternative career pathways: provisional, experimental, and reformist; each characterized by a unique form of identity work and accompanying types of meaning-making. We find that alternative career pathways differ in terms of their temporary and at times provisional nature as well as career actors' (in)ability to engage in the present search for meanings and purpose in alternative careers. This study advances existing literature on major career transitions and specifically migrant career trajectories inside of local organizations and through unique forms of alternative careers. We also build on the existing meaning-making literature by highlighting the career narratives of those who must search for new meanings while pursuing "less than ideal" career opportunities. Finally, our findings provide practical implications related to outcomes of alternative career opportunities on migrant career success but also more broadly for employers and policymakers.

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Skilled migrants; alternative careers; identity work; meaning-making

Introduction

Decision to migrate and re-establish oneself in a completely new context offers both challenges as well as opportunities that can seriously impact individuals' work and life satisfaction (Hoppe & Fujishiro, 2015; Tharenou & Kulik, 2020). As a major career transition, the experience of migration can trigger a desire for self-continuity (i.e., Zikic & Voloshyna, 2023) and relatedly search for meaning and purpose in each new work context. Current literature on migrant career re-establishment focuses much attention on early labour market experiences and individual coping efforts (e.g., Wehrle et al., 2018). That is, the majority of the studies addressed skilled migrants' career trajectories *before* entering local organizations (e.g., Harrison et al., 2019; O'Connor & Crowley-Henry, 2020) and relatedly professional identity challenges at the periphery (i.e., Zikic & Richardson, 2016). Yet, much less is known about career actors who are already part of alternative career trajectories (i.e., often less than satisfactory options in the host country) and their search for purpose and meaning in this new work context (Hajro et al., 2019; Sarpong et al., 2021). Specifically, we explore migrant career narratives as well as their motivations to engage in an alternative career path, typically accompanied by some type of occupational downgrading and career change (Zikic & Richardson, 2016).

Given that many of these alternative career options may lead to underemployment and downward career shifts (Harrison et al., 2019), we expect that meaning-making can be especially challenging and a complex activity for the given career actor. As a result, our research question focuses on exploring how migrants navigate these alternative career transitions post migration and what impact these have on their sense of self and relatedly meaning-making process. Relatedly, meaning-making is defined as the process of justification related to the worthiness of work achieved through aligning professional identity with work roles (Both-Nwabuwe et al., 2017; Lepisto & Pratt, 2017; Pratt & Ashforth, 2003).

Thus, our study focuses on a population that is forced to enact what is defined as "alternative careers"; that is, career options available in the host country, often different, but in some ways still related to the original profession or field in which they were initially trained (Lim, 2013). This enactment of alternative careers has put their previous sense of self at work in flux, triggering new questioning and search for meaning in these alternative roles that often do not match their previous jobs and occupations.

While meaning-making is an integral part of any work role (Lips-Wiersma & Morris, 2009), we focus on how individuals find meaning when the roles they enact may not only be new, but most importantly in some ways at odds with their past self-definitions. Thus, without denying the importance of more objective indicators of career success (Steindórsdóttir et al., 2023), we seek to shine light on more intangible and subjective meanings that allow career actors to have more purposeful life. This quest for meaning in one's work can be studied from many different perspectives (Lysova et al., 2019), and our goal in the current study is to use qualitative methodology to understand

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# Mentoring global talent: an integrative review

TRU author: Dr. Vivi Zhang

What if mentoring could do more than just help employees grow — what if it could help organizations discover hidden talent? This integrative review by Dr. Vivi Zhang and her co-author explores how mentoring can be a powerful tool not only for developing global talent like expatriates, immigrants, refugees and international graduates, but also for recruiting them. Analyzing 71 studies across disciplines, the authors reveal that mentoring is often used to support adjustment and career development, yet its potential in pre-employment contexts — especially for newcomers navigating unfamiliar job markets — is underexplored. The study proposes a comprehensive framework linking mentoring's antecedents, processes and outcomes, and calls for deeper research into how mentoring can help organizations build inclusive, high-performing workforces. This review is a must-read for HR professionals, policymakers and researchers seeking to unlock the full potential of global talent.

**Zhang, H. & Nardon, L. (2024). Mentoring global talent: an integrative review.** *Personnel Review.* Emerald Insight.
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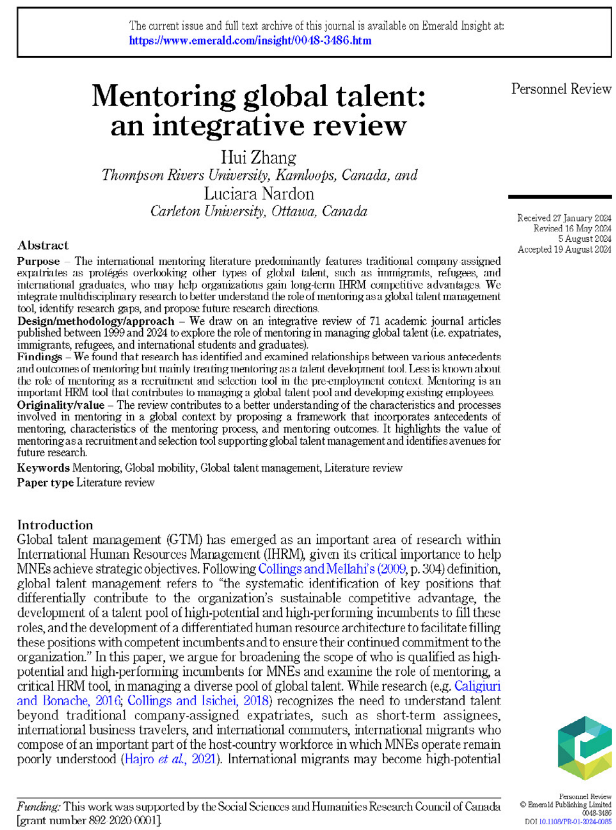

The current issue and full text archive of this journal is available on Emerald Insight at:
https://www.emerald.com/insight/0048-3486.htm

Personnel Review

## Mentoring global talent: an integrative review

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**Abstract**

**Purpose** – The international mentoring literature predominantly features traditional company-assigned expatriates as protégés overlooking other types of global talent, such as immigrants, refugees, and international graduates, who may help organizations gain long-term IHRM competitive advantages. We integrate multidisciplinary research to better understand the role of mentoring as a global talent management tool, identify research gaps, and propose future research directions.

**Design/methodology/approach** – We draw on an integrative review of 71 academic journal articles published between 1999 and 2024 to explore the role of mentoring in managing global talent (i.e. expatriates, immigrants, refugees, and international students and graduates).

**Findings** – We found that research has identified and examined relationships between various antecedents and outcomes of mentoring but mainly treating mentoring as a talent development tool. Less is known about the role of mentoring as a recruitment and selection tool in the pre-employment context. Mentoring is an important HRM tool that contributes to managing a global talent pool and developing existing employees.

**Originality/value** – The review contributes to a better understanding of the characteristics and processes involved in mentoring in a global context by proposing a framework that incorporates antecedents of mentoring, characteristics of the mentoring process, and mentoring outcomes. It highlights the value of mentoring as a recruitment and selection tool supporting global talent management and identifies avenues for future research.

**Keywords** Mentoring, Global mobility, Global talent management, Literature review

**Paper type** Literature review

**Introduction**

Global talent management (GTM) has emerged as an important area of research within International Human Resources Management (IHRM), given its critical importance to help MNEs achieve strategic objectives. Following Collings and Mellahi's (2009, p. 304) definition, global talent management refers to "the systematic identification of key positions that differentially contribute to the organization's sustainable competitive advantage, the development of a talent pool of high-potential and high-performing incumbents to fill these roles, and the development of a differentiated human resource architecture to facilitate filling these positions with competent incumbents and to ensure their continued commitment to the organization." In this paper, we argue for broadening the scope of who is qualified as high-potential and high-performing incumbents for MNEs and examine the role of mentoring, a critical HRM tool, in managing a diverse pool of global talent. While research (e.g. Caligiuri and Bonache, 2016; Collings and Isichei, 2018) recognizes the need to understand talent beyond traditional company-assigned expatriates, such as short-term assignees, international business travelers, and international commuters, international migrants who compose of an important part of the host-country workforce in which MNEs operate remain poorly understood (Hajro *et al.*, 2021). International migrants may become high-potential

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# Island Kelp Limited: an instructional case

TRU author: Kai Bauman

In the waters off Vancouver Island, a fast-growing kelp farming company is navigating complex financial and strategic decisions. Island Kelp Limited, founded in 2018, has earned national recognition for its sustainability efforts and partnerships with First Nations. The case places students in the role of an auditor tasked with assessing financial reporting risks, materiality and strategic fit for a proposed facility lease with the Kwa'atl'kwa First Nation. The company is also developing a kelp-based cattle feed additive that could reduce methane emissions by 40 per cent. The case blends traditional assurance topics with Indigenous economic reconciliation, environmental innovation and data visualization. It's designed to challenge students to think critically about financial integrity and long-term strategy in a socially conscious business.

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## Island Kelp Limited: An Instructional Case*

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TASHA BROOKS, *Royal Roads University*
CHRIS BURNLEY, *Vancouver Island University*
LEAH HUDSON, *Camosun College*

**ABSTRACT**

This case can be used in a graduate assurance or financial reporting class or an undergraduate capstone course. It incorporates more traditional financial reporting and auditing issues with current topics, including Indigenous perspectives, sustainability considerations, and data visualization. The student, in the role of an auditor of a small but growing organization with progressive goals, is asked by the partner to analyze the audit and financial reporting issues. The client is also considering entering a new agreement with a local First Nation and has asked for the firm's advice on the strategic fit.

**Keywords:** assurance, CFE, data visualization, financial reporting, Indigenous, strategic analysis

**ISLAND KELP LIMITED : ÉTUDE DE CAS PÉDAGOGIQUE**

**RÉSUMÉ**

Cette étude de cas peut être présentée dans un cours de cycle supérieur sur l'assurance ou la communication d'information financière, ou dans un cours de synthèse au premier cycle. Elle intègre des questions plus conventionnelles concernant la communication d'information financière et l'audit ainsi que des enjeux actuels, comme les perspectives autochtones, les considérations liées à la durabilité et la visualisation des données. Les étudiants, qui agissent en tant qu'auditeurs d'une petite organisation en pleine croissance aux objectifs progressifs, sont invités par l'associée d'audit à analyser les questions liées à la communication d'information financière et à l'audit. Le client envisage également de conclure une entente avec une Première Nation de la région et a demandé au cabinet son avis sur l'adéquation stratégique de ce projet.

**Mots-clés :** analyse stratégique, assurance, autochtones, communication d'information financière, EFC, visualisation des données



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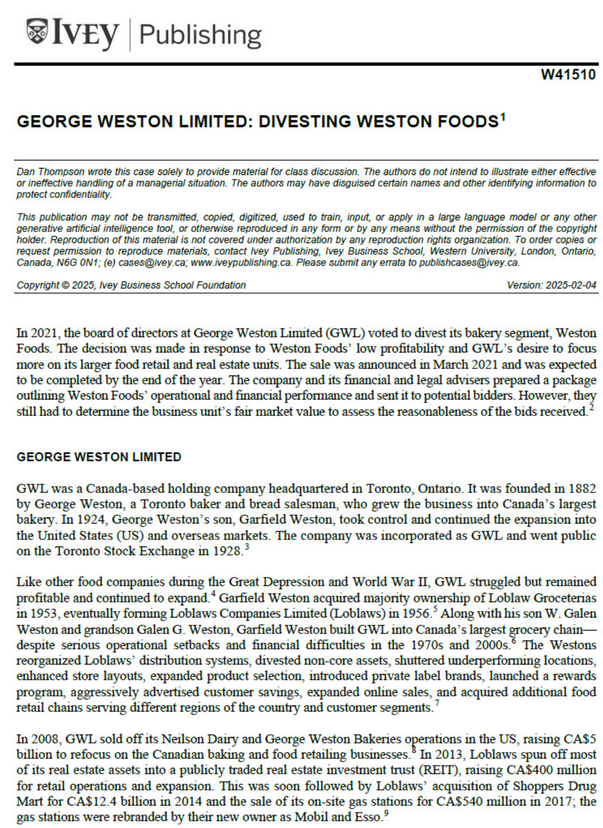
# George Weston Limited: divesting Weston Foods

TRU author: Dan Thompson

George Weston Ltd. made headlines in 2021 when its board voted to sell off Weston Foods, the company's bakery division, in a bid to sharpen its focus on retail and real estate. The case study follows the strategic and financial considerations behind the divestiture, including Weston Foods' declining profitability and the limited success of a multi-year transformation plan. Students are asked to assess valuation challenges, review comparable transactions and consider potential bidders ranging from global giants like Grupo Bimbo to private equity firms. The case also explores broader industry dynamics, including consolidation trends and the impact of COVID-19 on bakery operations. With Weston Foods accounting for just 3.5 per cent of revenues but demanding outsized management attention, the sale was seen as a move to unlock value and streamline operations. It also raised questions about how best to assess and execute a divestiture in a competitive market.

**Thompson, D. (2025). George Weston Limited: divesting Weston Foods. Ivey ID: W41510.** Ivey Publishing.
[https://www.iveypublishing.ca/s/product/george-weston-limited-divesting-weston-foods/01tOF0000075kPZYAY](https://www.iveypublishing.ca/s/product/george-weston-limited-divesting-weston-foods/01tOF0000075kPZYAY)



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GEORGE WESTON LIMITED: DIVESTING WESTON FOODS[1]

*Dan Thompson wrote this case solely to provide material for class discussion. The authors do not intend to illustrate either effective or ineffective handling of a managerial situation. The authors may have disguised certain names and other identifying information to protect confidentiality.*



In 2021, the board of directors at George Weston Limited (GWL) voted to divest its bakery segment, Weston Foods. The decision was made in response to Weston Foods' low profitability and GWL's desire to focus more on its larger food retail and real estate units. The sale was announced in March 2021 and was expected to be completed by the end of the year. The company and its financial and legal advisers prepared a package outlining Weston Foods' operational and financial performance and sent it to potential bidders. However, they still had to determine the business unit's fair market value to assess the reasonableness of the bids received.[2]

GEORGE WESTON LIMITED

GWL was a Canada-based holding company headquartered in Toronto, Ontario. It was founded in 1882 by George Weston, a Toronto baker and bread salesman, who grew the business into Canada's largest bakery. In 1924, George Weston's son, Garfield Weston, took control and continued the expansion into the United States (US) and overseas markets. The company was incorporated as GWL and went public on the Toronto Stock Exchange in 1928.[3]

Like other food companies during the Great Depression and World War II, GWL struggled but remained profitable and continued to expand.[4] Garfield Weston acquired majority ownership of Loblaw Groceterias in 1953, eventually forming Loblaws Companies Limited (Loblaws) in 1956.[5] Along with his son W. Galen Weston and grandson Galen G. Weston, Garfield Weston built GWL into Canada's largest grocery chain—despite serious operational setbacks and financial difficulties in the 1970s and 2000s.[6] The Westons reorganized Loblaws' distribution systems, divested non-core assets, shuttered underperforming locations, enhanced store layouts, expanded product selection, introduced private label brands, launched a rewards program, aggressively advertised customer savings, expanded online sales, and acquired additional food retail chains serving different regions of the country and customer segments.[7]

In 2008, GWL sold off its Neilson Dairy and George Weston Bakeries operations in the US, raising CA$5 billion to refocus on the Canadian baking and food retailing businesses.[8] In 2013, Loblaws spun off most of its real estate assets into a publicly traded real estate investment trust (REIT), raising CA$400 million for retail operations and expansion. This was soon followed by Loblaws' acquisition of Shoppers Drug Mart for CA$12.4 billion in 2014 and the sale of its on-site gas stations for CA$540 million in 2017; the gas stations were rebranded by their new owner as Mobil and Esso.[9]

# GRADUATE **THESIS AND PROJECT DEFENCES**

**Dr. Hasnat Dewan** supervised **Franco Ruiz Ramirez** on the project "Greenhouse gas inventory for Acres enterprises" (Master of Business Administration, 2024). Secondary supervisor: **Dr. Meng Sun**.

**Dr. Eric Lien** supervised **Ramanjit Jawanda** on the project "Influencer marketing: a narrative review" (Master of Business Administration, 2024). Secondary supervisor: **Dr. Binh Nguyen**.

**Dr. Joel Wood** supervised **Mughe Nji Mbitaownu** on the project "Greenhouse gas inventory for KIA Kamloops" (Master of Science in Environmental Economics and Management, 2024). Secondary supervisor: **Dr. Stefania Strantza**.

**Dr. Laura Lamb** supervised **Chris Jacobs** on the project "Carbon accounting: a family farm/small agriculture business perspective" (Master of Business Administration, 2025). Secondary supervisor: **Dr. Belayet Hossain**.

**Dr. Avninder Gill** supervised **Rishi Kumar** on the thesis "Effectiveness of ITMS across road geometries in reducing $CO_2$ emissions and road congestion: empirical evidence from British Columbia" (Master of Business Administration, 2025). Secondary supervisor: **Dr. Stuart Milligan.**

**Dr. Nancy Southin** supervised **Ian Gallagher** on the project "Supply chain network design" (Master of Business Administration, 2025). Secondary supervisor: **Dr. Mohsin Jat**.

**Dr. Joel Wood** supervised **Blake Mantovani** on the project "Carbon accounting and abatement recommendations for the Acadia Recreation Complex" (Master of Business Administration, 2025).

**Drs. Yanmin Gao** and **Meng Sun** co-supervised **Panashe Mwamuka** on the project "ESG reporting and firm financial performance" (Master of Business Administration, 2025).

**Dr. Laura Lamb** supervised **Mushran Siddiqui** on the project "TELUS carbon accounting evaluation: a pathway towards sustainability and net zero emissions for Red Beard Café" (Master of Science in Environmental Economics and Management, 2025). Secondary supervisor: **Dr. Joel Wood**.

**Dr. Peter Tsigaris** supervised **Chiamaka Okwara** on the project "Meta analysis of the global valuation of inland wetlands" (Master of Science in Environmental Economics and Management, 2025).

**Dr. Peter Tsigaris** supervised **Aminat Omobolanle Lawal** on the project "Quantifying the economic value of public urban trees in Kamloops: a study of appraised values and ecosystem services" (Master of Science in Environmental Economics and Management, 2025).

**Drs. Yanmin Gao** and **Li Zhang** co-supervised **Kush Patel** on the project "Voluntary ESG reporting: evidence from Canada" (Master of Business Administration, 2025).

**Dr. Belayet Hossain** supervised **Yashaswi Sharma** on the project "How does climate change challenge the effectiveness of environmental policies? Evidence from air pollution in Canada" (Master of Science in Environmental Economics and Management, 2025). Secondary supervisor: **Dr. Peter Tsigaris**.

**Dr. Nancy Southin** supervised **Sibangjit Das** on the project "How does forced labour vary across and within the supply chains of the fishing, clothing and construction industries? A structured literature review" (Master of Business Administration, 2025). Secondary supervisor: **Dr. Stuart Milligan**

**Dr. Peter Tsigaris** supervised **Temitope Ayanda** on the project "Determining carbon footprint and potential abatement strategies of EMCO HVAC Kamloops" (Master of Science in Environmental Economics and Management, 2025). Secondary supervisor: **Dr. Meng Sun**.

**Dr. Chris He** supervised **Robert Ouko Odek** on the project "Impact of AI integration on accounting performance: a focus on adoption trends, outcomes and challenges in Canada" (Master of Business Administration, 2025). Secondary supervisor: **Dr. Yanmin Gao**.

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**Bold** = Gaglardi faculty
**Teal** = Gaglardi student
**Orange** = Post-doctoral fellow

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