

Research Report: 2020-2021

Gordon S. Lang School of Business and Economics

University of Guelph



Message from the Dean

“It is my pleasure to present this first annual research impact report from the University of Guelph’s Gordon S. Lang School of Business and Economics. This report showcases our faculty’s achievements this past year in developing ground-breaking insights and ideas that push the frontiers of knowledge and help shape a wide breadth of sectors and disciplines. The work of our faculty influences the world’s largest companies, disciplines, and global economies. They are actively creating real-world solutions for the most pressing challenges facing our world. I joined the Lang School of Business and Economics amid a highly dynamic period in the School’s history. As we grappled with the challenges presented by a global pandemic, we also took significant and positive leaps forward. In April, Lang earned accreditation by the Association for the Advancement of Collegiate Schools of Business (AACSB), launching a new era in the growth of the School. The quality and impact of Lang’s research activity was a critical element of this important recognition. We also welcomed three new faculty this year as the inaugural Lang Chair positions: Dr Ann Pegoraro, Lang Chair in Sport Management, Dr Ilias Tsiakas, Lang Chair in Finance, and Dr Laurie Barclay, Lang Chair in Leadership. Additionally, we welcomed Dr. Felix Arndt and Dr. Barak Aharonson, as the inaugural John F. Wood Chair in Innovation Management. These recognized leaders bring significant prestige to our research portfolio and amplify our efforts in conducting globally focused and socially relevant research. We are proud of everything we have overcome and accomplished together this year and I hope that you enjoy learning more about Lang’s research and our impact.”

Lysa Porth

Dean, Lang School of Business and Economics

Message from the Associate Dean

“Lang’s research mission is predicated on continuous improvement in generating and promoting Research with Impact, as embodied in Lang’s seven research priorities, which form the basis for this report. Our guiding research principle is diversity, which is manifested in the diversity of stakeholders who connect with our research, the diversity of research activities and outputs we produce, the diversity of research approaches used by Lang’s scholars, and our commitment to equity, diversity, and inclusion in our community of scholars and the work they do. I am immensely proud of the world-class research of Lang scholars, which contributes to Lang’s mission to promote business as a force for good. Lang research makes a difference: in the classroom, where our research is transformed into learning; in the University of Guelph, where it contributes to the broader vision to ‘Improve Life’; in the academic community, where it contributes to the advancement of knowledge and the training of future scholars; in local communities, where Lang researchers engage with real-world problems; in industry, where the challenges and opportunities of today and tomorrow are addressed through scholarly inquiry; and in society as a whole, as we contribute to addressing the UN’s Sustainable Development Goals. It is my pleasure to present this inaugural Lang research report, which showcases this excellent work.”

Sean Lyons

Associate Dean, Research and Graduate Studies

Lang School of Business and Economics

Using Business as a Force for Good

The Gordon S. Lang School of Business and Economics' vision is 'to be recognized locally and globally for our commitment to developing future leaders for a more sustainable world'. Reflecting the University of Guelph's commitment to 'Improve Life', our vision represents a foundational belief that business can and should be a 'force for good' in the world. This translates into our mission:

To Promote Business as a Force for Good By:

- Pushing the frontiers of knowledge through research with impact in the disciplines of business, management, and economics, building on industry foundations unique to the University of Guelph.
- Fostering the long-term success of our students' career aspirations, organizations and the betterment of society through research-inspired and socially-relevant educational programs, which develop teamwork, critical-thinking and problem-solving skills
- Encouraging an ethos of community engagement and ethical and responsible leadership in a complex and ever-changing world.

Research with Impact

The Lang School is a diverse community of scholars who engage in wide ranging research activities. Our overarching research objective is to produce and communicate research that makes a positive impact on the world. Our definition of Research with Impact is pluralistic, which implies:

Impact For a Diversity of Research Stakeholders:

Lang's research is created with and communicated to a diverse and inclusive of stakeholders, including academic scholars, students, executives, consumers, policymakers, non-for-profits, and society at large.

Impact Through a Diversity of Research:

Lang research focuses on discovery, integration, application, and the scholarship of teaching and learning. No specific topic or mode of research is prioritized, but we strive for alignment with the University of Guelph's strategic research priorities and its broader mission.

Impact Through a Diversity of Research Outputs:

In addition to traditional scholarly contributions, such as peer-reviewed journal articles, books, and conference presentations, Lang's scholarly outputs take a variety of other forms such as policy papers, technical reports, expert testimonial, community-engaged scholarship, and knowledge translation via traditional and social media. This promotes accessibility of our work to a diverse and inclusive range of beneficiaries.

Equity, Diversity, Inclusion and Accessibility+:

Our research is guided by the principles of equity, diversity, inclusion and accessibility for researchers, students, collaborators, industry and community partners, participants, and end-users of our research.

Lang by the Numbers

- 3500+ Undergraduate Students
- 238 Masters Students (As of Nov 1, 2020)
- 41 PhD (As of Nov 1, 2020)
- #1 MBA Ranking in Canada (By Corporate Knights, November 2020)
- #2 BComm Ranking in Canada (By Corporate Knights, November 2020)
- 15,000+ Alumni

Research Highlights

Dr. Nita Chhinzer

SSHRC Insight Grant 2020

Exploring how and why organizations engage in and execute layoffs: Ontario 2013-2019

Layoffs have become one of the most popular management strategies to adjust an organization's workforce to changing business conditions. How layoffs are implemented have significant implications on multiple stakeholders. What remains unclear is the broader typology of how and why organizations engage in and execute layoffs. Dr. Chhinzer's project will provide a comprehensive understanding of layoff implementation by examining the attributes and typology of layoffs and the organizational response to competing pressures.

Dr. Hong Li

NSERC Discovery Grant 2021

Stochastic Mortality Modeling and Longevity Risk Management in Multiple Population Context

With the aging population and the development of a longevity risk transfer market, reliable methods of quantifying and managing longevity risk have become important for governments and the insurance industry. Dr. Li's goal with this NSERC-funded research is to examine the forecasting of aggregate mortality data and the practical longevity of risk management framework to better address the challenges of an aging society in Canada.

Research Funding

The number and value of competitive external research grants, particularly tri-agency grant funding.

- \$2.8 million+ Value of SSHRC Insight Grant Held
- \$640k+ Value of active SSHRC Insight Development Grants held (PI & CI)
- \$3.7 million+ Value of Non-Tri-Agency Grants (PI & CI)
- 43 Newly Funded Research Projects led by Lang Faculty

Tri-Agency Funding Breakdown

- SSHRC IG: 57%
- SSHRC IDG: 24%
- NSERC DG: 15.5%
- SSHRC PEG: 3.5%

Newly Funded Tri-Agency Research Holders

- Laurie Barclay – SSHRC IG
- Nita Chhinzer – SSHRC IG
- Towhidul Islam – SSHRC IG
- Sandeep Mishra – SSHRC IG
- Lysa Porth – SSHRC IG
- Susan Dupej – SSHRC IDG
- Yuanfang Lin – SSHRC IDG
- Jing Lu – SSHRC IDG
- Davar Rezania – SSHRC IDG
- Kimberly Thomas-Francois – SSHRC IDG
- Jing Wan – SSHRC IDG
- Felix Arndt – SSHRC PEG
- Statia Elliot – SSHRC PEG
- Hong Li – NSERC DG
- Thanasis Stegos – NSERC DG

Largest Funded Active Research Project

The Canadian Peoples 1861-1921

Dr. Kris Inwood, Dept of Economics and Finance CFI / MCU: \$2,123,718

The Canadian Peoples (TCP) is an integrated series of databases comprising 32 million records of Canadians enumerated in seven censuses 1861-1921. TCP data describes personal, household and community characteristics at ten-year intervals from before Confederation to after the First World War. The principal

users will reinterpret the experience of Canada's peoples in a formative era that set the patterns for subsequent generations. This research will inform policymakers concerned with inequality, family, immigration, entrepreneurship, health, work, regional development, youth and aging, urbanization, and other critical challenges. It will also help strengthen the training and retention of students who combine statistical expertise with social science and historical understandings in preparation for high-skilled employment in the digital economy.

Quantitative aspects of well-being and inequality in settler societies, 1950-1920

Dr. Kris Inwood, Dept of Economics and Finance, SSHRC Insight Grant: \$152,632

It is widely recognized that colonization undermined the well-being of First Nations peoples while benefiting many European settlers and their descendants. Less is known about inequalities within the settler communities and among the Indigenous people, or how inequalities changed over time and across settler societies. This project uses recent advances in the digitization of historical census and other record groups to develop the necessary transnational tools to report new measures of inequality and identify the way it played out among settlers, between settler and indigenous communities, and across colonies in the later 19th and early 20th centuries.

Evaluating volumetric and time-to-event choice experiments and their associated models by testing external validity from revealed preference data

Dr. Towhid Islam, Dept of Marketing and Consumer Studies SSHRC Insight Grant: \$329,774

Dr. Islam is studying behaviorally and managerially realistic designs and surveys for eliciting market behaviours for both traditional and online retailers and eliciting 'how much' and 'when to buy' in new choice experiment frameworks. These designs require the development of new models for marginal and bivariate estimation of inter-purchase times and purchase quantities. Outputs from these models will be easy to use for strategic decisions like targeting and pricing policy. The research will externally validate the designs with real purchase data from the same individuals or households.

Machine Learning-based methods using satellite-derived remote-sensing data for risk management and insurance in the presence of systemic weather risk

Dr. Lysa Porth, Dean, Lang School of Business and Economics, SSHRC Insight Grant: \$254,216

Accurate crop yield forecasting models are important for farmers, governments, insurers, and reinsurers, serving as the basis for designing crop insurance policies and other risk management functions. However, crop yield forecasting models have often not been successful, lacking accuracy and robustness. The objective of this project is to develop a robust and more accurate machine-learning based crop yield prediction model to serve as the foundation for new risk management and insurance applications, that seeks to address these previous limitations using state-of-the-art methodologies and thereby benefits farmers, governments, insurers, reinsurers, and other stakeholders.

Lang's Research Leaders

[Dr. Barak Aharonson](#)

John F. Wood Chair in Innovation Management

Dr. Aharonson studies entrepreneurial tendencies and innovation activities within geographic clusters and how businesses use technology to compete or cooperate with each other to boost their performance. He has extensive research in the area of strategy, innovation and entrepreneurship, and a successful track record of consistently publishing in FT50 journals.

[Dr. Felix Arndt](#)

John F. Wood Chair in Entrepreneurship

Dr. Arndt's research examines how firms use organizational renewal and technological innovation to stay ahead of the competition (dynamic capabilities, ecosystems, business models). His work has been published in top journals such as the Academy of Management Review, the Journal of Business Ethics, and Journal of Business Venturing.

Dr. Laurie Barclay

Lang Chair in Leadership

Dr. Barclay's research focuses on fairness and its intersection with leadership and creating healthy workplaces. This research has appeared in top-tier journals. She is the recipient of the Ontario Early Researcher Award as well as multiple grants from the Social Sciences and Humanities Research Council of Canada (SSHRC). She is currently an associate editor for the Journal of Organizational Behavior.

Dr. Towhidul Islam

University of Guelph Research Leadership Chair

Dr. Islam's research focuses on discrete choice experiments, advanced choice models, and preference stability combining stated and revealed preference data from longitudinal studies. He has held research and faculty positions at the University of Sydney, Australia; University of Technology, Australia; Dalhousie University, Canada; and the University of Northern BC, Canada. His work has appeared in leading journals including Management Science, Journal of Consumer Research, Journal of Consumer Psychology.

Dr. Philippe Lassou

Research Excellence Award

Dr. Lassou's research explores the interplay between accounting, sustainable development, and service delivery has been recognized internationally for its contribution to the UN sustainable development goals. Having been published by and running a workshop for the World Bank in 2021. Dr. Lassou also created the Qualitative Accounting Research Symposium which was held for the sixth time in 2021.

Dr. Ann Pegoraro

Lang Chair in Sport Management, University of Guelph Research Leadership Chair

Dr. Pegoraro is the Co-Director of the National Network for Research on Gender Equity in Canadian Sport and the Director of the University's International Institute for Sport Business and Leadership. Her research on sport consumers, marketing and communication has been published in journals such as American

Behavioral Scientist, Communication and Sport, and Journal of Sport Management.

Dr. Simon Somogyi

Arrell Chair in the Business of Food

Dr. Somogyi's research is in the areas of agri-food value chain analysis and management, and food consumer behaviour. He is the Director of the Longo's Food Retail Laboratory at Lang, an Honorary Senior Fellow in Agribusiness in the School of Agriculture & Food Sciences, University of Queensland, Australia, Adjunct Professor in the School of Resource & Environmental Studies at Dalhousie University, and an affiliated faculty member of the One Health Institute at the University of Guelph.

Dr. Ilias Tsiakas

Lang Chair in Finance

Dr. Tsiakas's research in asset pricing, international finance, financial econometrics, and climate finance has been published in leading finance journals and has been summarized in various practitioner outlets such as The Financial Times. He holds a grant from the Social Sciences and Humanities Research Council of Canada (SSHRC) to study the role of global financial markets in regulating carbon emissions.

Scholarly Impact

The creation and dissemination of research knowledge that is used by various audiences, including other academics, industry practitioners and decision-makers, government policymakers and students as indicated primarily by scholarly citation metrics.

- 333 Peer-Reviewed Journal Articles
- 3 Books
- 37 Book Chapters
- 70 Conference Papers

- 187 Conference Presentations
- 4,056 2020 Citation Counts (Scopus)
- 6.90 Average Faculty h-Index (Scopus)
- 10 Faculty in RePEc's Top 25% Canadian Economists

Most Cited Scholars

(Citations in 2020, per Scopus)

1. Sean Lyons, (314)
2. Chris Choi, HFTM (277)
3. Jamie Gruman, DOM (268)
4. Thanasis Stengos, DEF (251)
5. Marion Joppe, HFTM (234)
6. Towhidul Islam, MCS (232)
7. Norm O'Reilly, HFTM (212)
8. Sandeep Mishra, DOM (152)
9. Statia Elliot, HFTM (126)
10. Ann Pegoraro, HFTM (110)

High-Impact Scholar: Thanasis Stengos

Dr Stengos is a globally recognized economist whose research output and citation impact rank him among the top 2% of Canadian economists and among the top 5% globally¹. He serves as Associate Editor of the Journal of Applied Econometrics, Empirical Economics, Economics Letters, and he is co-editor of the Review of Economic Analysis. Dr. Stengos's research has received 8,068 citations according to Google Scholar (scholar.google.com) and 2,767 citations according to Scopus (www.scopus.com).

*1 According to Research Papers in Economics (RePEc) IDEAS rankings (<https://ideas.repec.org>)*All metrics are from 2020-2021 unless otherwise stated"*

Research Quality

The rigour and relevance of faculty's scholarly output, indicated by the quality of peer-reviewed journals in which it is published and external recognition it has received in the form of research awards.

- 120 ABDC A or A* Publications
- 20 ABS 4 or 4* Publications
- 7 FT50 Publications
- 4.59 Average Scopus Cite Score 2021

Leaders in Research Quality in 2020

(# of articles ranked A or higher on ABDC 2019, 4 or higher on ABS AJG 2021 or listed on FT50)

- Thanasis Stengos, DEF (10)
- Hong Li, DEF (7)
- Lysa Porth, DEF (7)
- Norm O'Reilly, HFTM (6)
- Philippe Lassou, DOM (6)
- Laurie Barclay, DOM (4)
- Chris Choi, HFTM (4)
- Talat Genc, DEF (4)
- Nikola Gradojevic, DEF (4)
- Statia Elliot, HFTM (4)
- Marion Joppe, HFTM (4)
- Xiaowen Lei, DEF (4)
- Jing Lu, DOM (4)

Journal Quality Source: Lang Faculty Distribution on ABDC List

Source: Australian Business Deans Council List

Pie Chart:

- A* - 16%
- A – 38%
- B – 35%
- C – 12%

Emerging Research Leaders

Lang continues to increase our research capacity and build for the future with the addition of new faculty positions. The below list of emerging research leaders have secured either a SSHRC IDG as the lead applicant or as a co-applicant on a SSHRC IG.

Dr. Delong Li was awarded a SSHRC Insight Grant in support of research in financial market disclosure. He's been a visiting economist with the International Monetary Fund and Bank of Finland. His research interests include corporate finance, corporate bonds, international finance, and financial markets.

Dr. Jing Lu's SSHRC Insight Development Grant (IDG) funded project explores whether socially responsible firms are more resilient to COVID-19. Her expertise is in sustainability accounting, corporate finance, corporate governance, business analytics and machine learning.

Dr. Yuanfang Lin is a marketing modeler who specializes in identifying substantive marketing problems including price competition, product innovation, and multi-distribution channels that yield fundamental insights about firm and consumer behaviour and seeking empirical validation of theory predictions using appropriate data. His research regarding consumer information processing during COVID-19 has been funded by SSHRC IDG.

Dr. Jing Wan's research focuses on topics in the category of consumer psychology and decision-making. This includes recent research in emotional and moral regulation, brand and product anthropomorphism, and ethical consumption. Her project regarding the influence of anthropomorphism has been funded by SSHRC IDG.

Research Feature: The blurred line between human, brand, and product characteristics

Marketers often attribute characteristics to brands or products to humanize their offerings. Lang marketing professor Dr. Jing Wan's research explores this topic and its potential applications and drawbacks.

Anthropomorphism, or attributing human characteristics to a non-human, is one of the key tricks up a marketer's sleeve. For most of her professional career, Dr. Jing Wan has studied the trend toward humanizing popular consumer products.

"On the surface, the practice of anthropomorphizing a product works well, simply because humans connect best with other humans," says Wan, an assistant professor of marketing and consumer studies at the Gordon S. Lang School of Business and Economics. "But when you go a little deeper, you realize that it all depends on the context, the type of consumer, and the appropriateness of adding personality or animation to a non-human object."

Current research in the area of brand and product anthropomorphism, including Wan's, is trending toward anthropomorphizing machines and other automated technologies such as robots and artificial intelligence. As with any innovation, there are downsides and limitations to the increasingly human-like voices that emanate from machines and devices. The "uncanny valley" describes a level at which an object imitates a human so effectively that it provokes a negative emotional response from the consumer. "People don't like to interact with things that seem creepy or abnormal to them," Wan says.

As technology evolves, marketers and innovators dance around the line between human and robotic intelligence, recognizing that they may elicit a fearful or avoidant response on the part of someone who doesn't want their robot vacuum or their GPS to sound indistinguishable from a human. People who are suspicious of marketing strategies that over-humanize products may exhibit "psychological reactance," where they resist and push back against persuasive advertising. "Some consumers are more likely to suspect that a company is trying to trick them," Wan acknowledges. "They're more aware of the delineation between

what is and what isn't human, so marketers have to be subtler in how they reach these groups.”

As the societal trend toward digitization opens new avenues in the study of brand and product anthropomorphism, Wan looks forward to leaving her mark on the field. “At Lang, I have the freedom to dive deep into the research that fascinates me,” she affirms. “It will be interesting to see how our collective response to brand humanization evolves over time.

Knowledge Mobilization

The reciprocal flow of research knowledge between researchers, knowledge brokers and knowledge users—both within and beyond academia.

By the Numbers:

- 14k+ Followers on social media
- 6k+ Business leaders receive the *Business Impact* digital newsletter monthly
- Most tweeted research: Launch of the Gender Equity in Sport Research Hub

Improving accountability across the world

In Summer 2021, Dr. Philippe Lassou travelled to Africa to explore and improve the accounting and auditing practices of public sector organizations in Sub-Saharan Francophone Africa as part of GIZ, a German development agency and the African Professionalization Initiative. While in Benin, he was an invited speaker at the Pan African Federation of Accountants' (PAFA's) annual workshop.

Understanding the complexity of HR management

Dr. Nita Chhinzer studies strategic human resources management, with a focus on downsizing practices, procedures, and ethics. Dr. Chhinzer mobilizes her expertise to scholarly, professional, and business audiences in a variety of ways, including:

- Serving as Advisory Board for the Canadian HR Reporter
- Serving as a Board member for the Toronto Centre for Learning and Development

- Acting as an HR Expert on the Governance Professionals of Canada Covid-19 Navigation team
- Engagement with the Human Resource Professional Association of Ontario in multiple capacities
- Authoring Canada's best-selling Human Resource Management textbook
- Offering HR expertise in a wide range of media appearances. In 2020 alone, she was quoted in over 35 newspaper, radio, TV, and magazine articles concerning COVID-19, including local and national media outlets and professional and industry publications
- Delivering webinars, panel participation and keynote addresses on various HR topics

[Making sports more sustainable](#)

In 2021, Dr. Ann Pegoraro, Lang Chair in Sport Management & Director of the International Institute for Sport Business and Leadership, was co-lead on a national event that focused on sustainable sport. The Lang School collaborated with sports professionals, academics, and athletes to co-host the inaugural Green Sports Day in Canada, a national virtual summit bringing together the Canadian sport sector to discuss its sustainability and environmental challenges. This event recognizes the potential of sport as a force for good, and to normalize green sports in Canada.

[Understanding emerging market growth](#)

Dr. Delong Li, along with team members analyze the long-run impact of emerging-market sovereign bond yields on corporate bond yields, finding that the average pass-through is around one. The pass-through is larger in countries with greater sovereign risks and where sovereign bonds are more liquid. It is also greater for corporate bonds with lower ratings, shorter maturities, and for those issued by financial companies and government-related firms. Their results support theoretical arguments that corporate and sovereign yields are linked together through credit risks and liquidity premiums. Consequently, high sovereign risks may slow down growth by persistently increasing private sector borrowing costs.

Responding to Covid-19

The COVID-19 pandemic has had an unprecedented impact on our economy and prosperity. By understanding such impacts as consumer fear, the decline of the tourism industry, the challenges of continuing business operations, and the resolve of leaders, Lang faculty are providing insights and analyses in response to this global pandemic. Lang faculty have contributed their insights and expertise regarding COVID-19, including its impact on business and the economy, travel and tourism, foodservice, and hospitality and more.

Faculty Have Been Featured In:

Toronto Star, Global News, BNN Bloomberg, Financial Post, The Canadian Press, The Globe and Mail, CTV News, CBC News, VICE, Forbes

Dr. Marion Joppe

Faculty from Lang's School of Hospitality, Food, and Tourism Management provided valuable insight and expertise to the hard-hit tourism and hospitality industry. During the early days of Covid-19, Dr. Marion Joppe was often sought after by the media to provide insight on where Canadians could travel safely during the pandemic.

Other faculty that were featured in the media included, but not limited to:

Dr. Felix Arndt, Dr. Nita Chhinzer, Dr. Timothy Dewhirst, Dr. Rumina Dhalla, Dr. Tirtha Dhar, Dr. Lianne Foti, Dr. Nikola Gradojevic, Dr. Louise Grogan, Dr. Jamie Gruman, Dr. Mark Holmes, Bruce McAdams, Dr. Ross McKitrick, Dr. Simon Somogyi

Funding for Covid-19 Related Research

Lang faculty secured funding in support of research projects that contribute to the understanding and recovery of the COVID-19 pandemic.

How have companies adopted new business models in response to the COVID-19 crisis, and how sustainable are these new models? Dr. Felix Arndt, the John F. Wood Chair in Entrepreneurship received nearly \$25,000 in new funding from the Social Sciences and Humanities Research Council (SSHRC) Partnership Engage Grants through a COVID-19 special initiative competition to understand how companies have responded to the sudden societal and economic challenges of the COVID-19 pandemic. Read more about this funding on page 24.

Spotlight: Funded research related to Covid-19

- Dr. Ann Pegoraro: Preliminary impact of the pandemic on girl's sport participation, Women in Sports + Events (WISE): 1year
- Dr. Thanasis Stengos: Semi Multiple TR: The effect of Covid on Economic Activity, NSERC Discovery Grant: 5 years
- Dr. Sara Wick: The effect of COVID pandemic on equity seeking populations Canadian Academic Accounting Association: 1 year
- Dr. Jing Lu: Are Socially Responsible Firms With More Board Social Networks Resilient to COVID-19: A Global Study, SSHRC Insight Development Grant: 2 years
- Dr. Yuanfang Lin: Consumer Information Processing, Food Purchase and Stocking: Beginning, During and Post COVID-19, SSHRC Insight Development Grant: 2 years

Research Feature: Women's voices needed for sustainable pandemic recovery

Lang's Dr. Jing Lu believes corporate sustainability will be essential to a smart recovery and women can make important contributions.

Lu's research found that companies and organizations with more women on their boards of directors score higher on corporate environmental performance than those with less diversity. The finding was particularly significant in industries with the greatest environmental impact, such as oil and gas and other resource extraction industries.

"Women and men tend to have different perspectives on environmental issues, and my research suggests it's important to have a mixture of those perspectives on boards," Lu said. "Women provide a broader view on sustainability when they contribute to the strategic development of corporate environmental strategies."

Increasing the number of women in these important decision-making roles on boards of directors could be key to guiding companies to more sustainable recovery, said Lu.

"It's become clear that our society cares about environmental sustainability. A growing number of investors – whether they are individuals or large pension funds and mutual funds – are telling these companies they want to be responsible investors and will walk away from companies that don't improve their environmental performance," said Lu.

Consumers, too, are sending a message they will stop supporting businesses that shirk their environmental responsibilities. Even lenders want to see strong sustainability performance reports and compliance with environmental regulations, she added.

“So, there is pressure on these boards, and women board members tend to bring that perspective to the forefront.”

But to increase gender diversity on boards of directors, Lu believes changes need to be made at the societal level.

“The reality is that women still feel the pressure to tend to most of the child rearing and family care, even when they have full-time jobs,” she said. “So even though many have the potential to offer important contributions to these boards, they often cannot find the time.”

What’s more, when women pause their careers for families, they lose opportunities to gain experience and expertise and can appear less qualified than men when they apply for board positions.

If there is to be a #feministrecovery from the pandemic, as promoted by Canada’s Department for Women and Gender Equality, Lu said she would like to see more ways to encourage women into these decision-making roles. This can be achieved by fostering more mentorship for prospective women directors and more corporations pledging to increase the gender diversity of their boards, she added.

“The pandemic has caused much social and economic disruption but offers the opportunity to reimagine the role of women in these important corporate positions.”

Training Highly Qualified Research Personnel

The training and development of research competencies in graduate student researchers and postdoctoral research fellows.

Dr. Susan Dupej

Dr. Susan Dupej is a Post-Doctoral fellow in the School of Hospitality, Food and Tourism Management and has research expertise in tourism, rural economic development, agritourism and tourism imagery. Her current research interests focus on the impact of cannabis legalization on Canada's tourism industry. In 2021 she was awarded a SSHRC grant as the lead investigator for "Cannabis Farm-to-Gate Sales in Canada and Opportunities for the Tourism Industry: A Value-Chain Perspective" alongside Dr. Chris Choi. This lucrative grant is valued at \$45,300.

Dr. Kimberly Thomas-François

Dr. Kimberly Thomas-François is a Postdoctoral Researcher in Lang's School of Hospitality, Food and Tourism Management and a graduate of Lang's PhD in Management program. Her research focuses on agriculture and tourism linkages, service management, food supply and value chains. Dr. Thomas-François' passion for discovering sustainable solutions to challenges in the food industry stems from her experiences in her home country of Grenada. Thomas-François currently focuses her research on smart retailing or integrating technology into the interactions between shopper and retailer. These systems include digital assistants like computerized information stands, price-checkers, self-checkout, and mobile apps.

Top 5 Faculty Co-authoring with Students

- Marion Joppe
- Sandeep Mishra
- Chris Choi
- Statia Elliot
- Thanasis Stengos

Lang had more than a dozen faculty members who co-authored with doctoral students in 2020-2021

Industry Partnerships

Engaging and partnering with industry stakeholders in the creation and dissemination of knowledge.

Dr. Kevin James, Department of History, and Dr. Mark Holmes, School of Hospitality, Food and Tourism Management, along with history graduate student Jose Gabriel Alonzo wrote a new report, entitled “The Past, Present and Future of the Hospitality Industry in Ontario,” after studying industry impacts during SARS and the current pandemic.

The report outlines recommendations to prepare business operators for another pandemic or global crisis. The team recommends that industry members learn about best practices and functions, reassess operations and revenue streams, look for ways to collaborate at all levels and develop contingency plans as a core part of their operations.

“They need to understand each line of their product and loss reports, making sure that they understand ways in which they can reduce labour overhead and costs in a very quick and efficient manner in order to mitigate any losses,” Holmes said.

Dr. Felix Arndt worked with the Guelph Chamber of Commerce to better understand how local businesses adapted to COVID-19. His research examined how businesses reacted, why they changed their business models and how sustainable those changes will be. Together they developed, distributed, and evaluated the results, which not only provided academic value but will also be directly relevant to businesses in the region and beyond.

“The COVID-19 crisis has caused fundamental changes to the market and businesses have had to quickly adapt,” said Malcolm Campbell, University of Guelph’s Vice-President, Research. “This research project will increase our understanding of how businesses are managing these challenges and ultimately give them the tools they need to recover and emerge from the crisis more robust than before.”

Lang's Marketing Analytics Centre

Lang's Marketing Analytics Centre hosts seminars and workshops to discuss topics aligned with practitioner needs and assists in disseminating research findings in a timely fashion to those who can use them.

Housed within the Department of Marketing and Consumer Studies, the Centre hosted two pandemic focused webinars combining industry insights with emerging research. In June 2020, the panelists explored the issue of "How COVID-19 will Impact the Future of Canadian Food and Nutrition Industry" with insights shared by industry speaker Ted McKechnie, CEO of Davies Consulting Group; and former President of Maple Leaf Food, Senior Executive at Humpty Dumpty and a senior leader at Pepsi Co. and Dr. Tirtha Dhar, Associate Professor and Chair of the Department of Marketing and Consumer Studies.

In July, in a follow up webinar industry speaker Dan Branson, Senior Director of Brands, Loblaws paired up with Dr. Yuanfang Lin, Assistant Professor, Dept of Marketing and Consumer Studies on the topic of "Stockout and Waste in the Time of COVID-19: Reshaping Present and the Future of Food Ecosystem."

Other Lang Centres, Institutes and Labs

- International Institute for Sport Business and Leadership
- Institute for Sustainable Commerce at Guelph
- John F. Wood Centre for Business and Student Enterprise
- Anita Stewart Memorial Food Lab
- Food Innovation Research Lab

Research Feature: Lang professor partners with CSA Group to explore use of SDGs

Lang's Dr. Ruben Burga partnered with the Canadian Standards Association's (CSA) Group for the Sustainable Development Goals (SDGs) as part of a program sponsored by Employment and Social Development Canada (ESDC). The research team explored how the global standards can be used by organizations, governments, and policymakers to support the UN's Sustainable Development Goals and raise awareness of the UN's 2030 Agenda in Canada.

Dr. Burga participated in a two-part webinar series with the CSA Group and academic collaborators to share their research findings that explored the impact of organizational use of standards in the context of SDGs and introduced a robust methodology for mapping standards and codes to the SDGs.

The first webinar focused on the CSA Group SDGs journey, understanding the SDGs and standards connection, evaluating the SDG impact on organizations through the use of standards, followed by the process of mapping standards to the SDGs. The second webinar focused on the CSA Group SDGs journey, moving towards a closer alignment between standards, regulations, and the SDGs, along with case studies illustrating standards mapping to the SDGs.

Lang provides insight to annual Food Price Report

The ongoing effects of the pandemic on the food supply chain and higher commodity prices means that Canadian families will pay more for food in 2022 than they did in 2021. This according to the annual Canada's Food Price Report, a collaboration between Lang's Dr. Simon Somogyi and experts from Dalhousie, University of Saskatchewan, and University of British Columbia.

The report shows a family of four will have an annual food expenditure of up to \$14,767 — an increase of up to \$966 from the annual cost in 2020.

This 12th edition of the Food Price Report also predicts that prices will continue to increase over 2022.

Societal Impact and Community Engagement: Sustainable Development Goals

SDG1: No Poverty: Thanasis Stengos

Construction of a feasible range of multidimensional poverty under benchmark weight uncertainty

SDG 2: Zero Hunger: Sunghwan Yi

Improving nutrition of university students by improving fruit & vegetable nudging strategies.

SDG 3: Good Health & Well-Being: Jamie Gruman

Helping professionals gain a balanced view of mindfulness at work

SDG 4: Quality Education: Miana Plesca

Improving occupational mobility and the returns to training

SDG 5: Gender Equality: Laurie Barclay

Questioning how and when a manager's gender contributes to diminished legitimacy in the aftermath of an unfair situation

SDG 6: Clean Water and Sanitation: Mark Holmes

What does blue flag certification mean for a beaches destination competitiveness?

SDG 7: Affordable and Clean Energy: Talat Genc

Understanding dynamic competition in electricity markets under uncertainty

SDG 8: Decent Work and Economic Growth: Nita Chhinzer

Is turnover contagious? Impact of transformational leadership & collective turnover on employee turnover decisions

Engagement of external stakeholders, including non-profit and private-sector organizations, business, government, and community groups, in the creation and dissemination of research knowledge that makes a positive impact on the betterment of society. Societal impact can be at a local, regional, national, or international level.

SDG 9: Industry, Innovation and Infrastructure: Yuanfang Lin

Exploring who the real winner is in an industry of innovation?

SDG 10: Reduced Inequalities: Kurt Annen

Understanding the impact of policy-selectivity on foreign aid

SDG 11: Sustainable Cities and Communities: Rogier Holtermans

The impact of environmental interventions on commercial real estate operations

SDG 12: Responsible Consumption and Production: Jing Wan

Using marketing tools to help nudge consumer behaviour towards sustainable products and consumption

SDG 13: Climate Action: Bruce McAdams & Simon Somogyi

Improving sustainability initiatives in restaurants

SDG 14: Life Below Water: Simon Somogyi

Investigating consumer's motivation for purchasing sustainable seafood

SDG 15: Life on Land: Ann Pegoraro

Analyzing mining incident investigative reports to improve worker safety

SDG 16: Peace, Justice and Strong Institutions: Philippe Lassou

Improving accounting and anti- corruption reform in Africa

SDG 17: Partnerships for the Goals: Ruben Burga

Mapping the CSA Standards to the SDG

Research Feature: Canada's commercial real estate market adapts to a new reality

The overnight spike in remote work brought about by COVID-19 restrictions, hollowed out commercial spaces across the country, creating a clear hierarchy of winners and losers in the real estate market.

Canadian companies, like tech giant Shopify have already announced their intention to maintain an entirely remote workforce even after the COVID-19 pandemic subsides. According to Dr. Felix Arndt, the John F. Wood Chair in Entrepreneurship at Lang, these companies are on the forefront of workplace trends that have become pronounced during the pandemic. "Tech companies, in particular, were already banking their success on digitizing their operations, which creates more flexibility for remote work," explains Arndt.

"The post-COVID workplace will certainly look different," believes Arndt. "The amount of square footage per employee has been shrinking for the last decade. I think this trend will be reversed after the pandemic. Employers will place a heavier emphasis on flexibility, resilience, and employee satisfaction."

Arndt expects that most employees if given the choice, will choose to commute into the office at least part of the time while working remotely for the remainder. With a new hybrid model in place, "we will see fewer cubicles and more creative, interactive spaces that are designed for tasks that enable and foster collaboration," he says.

The architecture of the post-COVID workplace has profound implications for the commercial real estate industry, both now and in the future. Dr. Jian Zhou, an associate professor in real estate at Lang, has kept a careful eye on the commercial real estate market since employees abandoned their offices in March 2020.

“Generally speaking, commercial real estate has been a loser during COVID-19,” says Zhou. “The level of leasing activity for commercial spaces has remained low while the vacancy rate climbs.” The second quarter of 2020 saw a near halt in new and renewed leasing, and the slight uptick experienced in the third quarter is likely to reverse itself with year-end lockdowns. “It’s absolutely a tenant’s market now,” Zhou emphasizes.

The plight of Canadian retailers during the pandemic is likely to play an outsized role in determining the future of the commercial real estate market. “E-commerce has been chipping away at traditional brick-and-mortar for quite some time, and COVID-19 has accelerated this movement,” says Zhou.

As the commercial real estate market flounders, the industrial real estate market picks up steam. “Industrial space has clearly been the winner of the pandemic,” says Zhou. “As e-commerce booms, we are seeing a surge in leasing activities and rental rates for warehouses and distribution centres across the country.”

Otherwise, Zhou does not foresee any significant long-term shifts in Canada’s commercial real estate market. “People have short memories,” he points out. “After the attacks of September 11, 2001, people didn’t want to go back to work in high office towers in Manhattan, but those office towers still had tenants. I expect we’ll see a similar situation after the pandemic. Science will beat the virus and we will move on. I’m optimistic that the commercial real estate market will see brighter days ahead.”

Lang Launches Institute for Sustainable Commerce

In 2021, the Lang School launched the Institute for Sustainable Commerce at Guelph (ISCG) to support Lang’s vision to inspire and develop leaders for a sustainable world with a mandate to advance research in corporate social responsibility, sustainable development goals and other business sustainability-related initiatives.

“The Institute aims to increase research collaboration through a coalition of experts in the field and increase business sustainability-related curricular and co-curricular content,” said Dr. Rumina Dhalla, the inaugural director of the Institute.

“With innovative dissemination, the research hub can enhance outreach initiatives that promote new business sustainability research on the global stage.”

The ISCG is built on the three pillars of collaboration, impact, and inclusivity. Based on these three pillars, the institute aims to i) create opportunities to facilitate and strengthen the culture of collaboration within Lang, across U of G, and with other like-minded institutions ii) it will seek opportunities to influence and advocate for sustainability in business and research projects that impact multiple stakeholders, particularly industry, communities and policymakers and influence policy change will be sought out; and iii) will strive for equity, diversity and inclusion in its coalition and collaborators.

As part of the launch, the ISCG funded four sustainability-related research projects led by Lang faculty:

- Positive Period Program, Dr. Vinay Kanetkar and PhD student Stephanie Villers, Department of Marketing and Consumer Studies
- The Impact of Interface Touch and Advertisement on Consumer Support for Social Causes, Dr. Saerom Lee, Department of Marketing and Consumer Studies
- The Impact of Taking a Sustainable Foodservice Professional On-Line Micro-Certification Course on Employee Behavior and Sustainable Restaurant Initiatives, Prof. Bruce McAdams and MSc candidate Rebecca Gordon, School of Hospitality, Food and Tourism Management
- Community Well-Being in the Gold Mining Industry – the Case of Ghana, Dr. Daniela Senkl and Dr. Ruben Burga, Department of Management

In addition to generating new research, the ISCG will develop innovative dissemination of knowledge on business sustainability and sustainable organizations, provide graduate and undergraduate student research opportunities, and house a repository of teaching resources and best practices for business sustainability curriculum development.

Lang prof finds the positives in coming out in the workplace

A new study led by Lang prof. Thomas Sasso found there can be many positives for LGBTQ+ people when they share their identity fully and openly in their workplace.

The study was published in the international journal Equality, Diversity, and Inclusion.

It can be a difficult process, Sasso said, but hearing positive stories about the disclosure experience can help lessen the apprehension involved.

The study surveyed 135 working LGBTQ+ adults and asked participants about their positive experiences at their workplace. The researchers used a mixed qualitative and quantitative study model to look at disclosure and self-reported positive workplace experiences.

Improving Gender Equity in Sport

Dr. Ann Pegoraro, Lang Chair in Sport Management and Director of Lang's International Institute for Sport Business and Leadership, launched a new research hub in December 2020, an initiative that brings together academics along with her colleagues and co-directors, University of Toronto professor Gretchen Kerr and Laval University professor Guylaine Demers, to develop an internationally recognized research and innovation centre that will collect, generate and disseminate research on gender equity in sport.

The mandate of E-Alliance is to provide credible thought leadership and generate an evidence base to support gender equity in sport through innovative, transparent and sustainable research activities, data curation, network building and partnerships, to effect pan-Canadian behaviour change.

“Investing in girls’ sport participation has been shown to support long-term achievement and leads to higher earnings and job quality,” says Pegoraro. “This investment in research to ensure that sport participation in

Canada is equal will have a lasting impact on gender equity in our society, and I am thrilled that the Lang School will be a part of this ground-breaking effort to improve life.”

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