



# About The Monieson Centre

By way of generous funding from Melvin R. Goodes (former Chairman and CEO of Warner-Lambert), The Monieson Centre was established at Queen's School of Business in 1999 to study the management of knowledge-based enterprises. Since its inception, The Monieson Centre has gained international acclaim for its approach to research - a collaborative, multi-discipline, multi-university, "double-hurdle" research model. Top international researchers are brought together to focus on complex organizational issues guaranteeing unparalleled insight and results for our industry partners.

The Monieson Centre has earned many "firsts." We were the first business school to be awarded a Visiting Fulbright Scholarship, the first and most successful annual Knowledge Management Doctoral Consortium, the first knowledge-based research centre to focus exclusively on the management of knowledge-based enterprises and the first research centre to pursue research collaboration across boundaries. This is in keeping with the strategy of Queen's School of Business to foster innovation and academic excellence.

Queen's School of Business enjoys a reputation as one of the premier business schools in North America because of its record of research, innovation and forward-thinking programs. In addition to outstanding PhD and MSc programs, Queen's School of Business is home to Canada's most prestigious undergraduate Commerce program, the acclaimed full-time MBA program, Canada's top-ranked Executive MBA, and the unique Accelerated MBA for Business Graduates. Queen's is also one of North America's most respected providers of non-degree executive education.

---

## Success Indicators

At The Monieson Centre, our success is reflected in the success of our researchers and industry partners. Our performance is tracked on the following indicators:

- > The number of research publications in recognized academic and practitioner journals
- > The level of sponsorship (e.g. people, time, resources) by private/public sector partners
- > Funding success with major granting agencies
- > Active researcher participation in Monieson Centre initiatives
- > Exceeding the expectations of our industry partners

## The Benefits

For **RESEARCHERS**, The Monieson Centre provides:

- > A path to high-quality publications
- > Access to top research sites
- > The opportunity to work with other leading international researchers
- > A model that produces deep insight into complex problems
- > Greatly increased productivity

For **INDUSTRY PARTNERS**, The Monieson Centre delivers:

- > Productive research partnerships
- > Customized contract research leading to deep insights
- > Action-oriented research results
- > Root cause analysis for effective problem resolutions



# Research Themes

The Monieson Centre produces world-class research at the intersection of business, policy, and academia. The Centre's mandate for knowledge and the knowledge-based economy is far-reaching and has produced studies and events for myriad organizations including global firms, government partners, and traditional funding bodies such as the Social Sciences & Humanities Research Council of Canada. Each project is custom-designed to fit our partners' goals. Currently, The Monieson Centre is pursuing knowledge-based research on two major themes:

## The Business of Healthcare

The healthcare sector in Canada and around the globe is undergoing rapid change. Rising costs and increasing demand due to demographic shifts are placing increased strain on traditional healthcare business models.

The Monieson Centre is pursuing a new focus on the business of healthcare. This theme examines how traditional business disciplines including strategy, finance, accounting, marketing and organizational behaviour impact the unique challenges facing the healthcare sector. It also addresses issues related to for-profit healthcare businesses including insurance firms, pharmaceutical companies, and retailers.

By connecting academics with industry partners, researchers gain access to valuable organization and sector data, while industry partners receive cutting-edge findings driving innovation and productivity.

Healthcare research streams in development include:

- Financing healthcare
- Effective healthcare governance
- Healthcare issues in business (e.g., workplace wellness)
- The business of private-sector healthcare (e.g., entrepreneurship, insurance, pharmaceuticals, venture capital)
- Ethical issues in healthcare
- Technology and innovation in healthcare

## Economic Revitalization

The Monieson Centre's research on economic revitalization is positively impacting rural and urban communities across Ontario and beyond. Reports and events are designed to connect academic findings with real-world needs, in an easy-to-use, accessible format.

The Centre has built an extensive partner network of over forty organizations comprising:

- Federal Government partners including the Rural Secretariat, FedNor, and FedDev
- Provincial Government partners including OMAFRA, the Ministry of Government Services, and the Ministry of Economic Development and Trade
- Regional and industry partners including the Ontario Association of Community Futures Development Corporations (CFDCs), the Eastern Ontario CFDC Network, Inc., the Economic Developers Association of Canada, the Economic Developers Council of Ontario, and the Prince Edward/Lennox & Addington CFDC

Our innovative research addresses priority issues for economies in transition including broadband access and impact, the creative economy, entrepreneurship and more. Research is conducted by interdisciplinary, cross-institutional teams.

Results are communicated through conferences, practical tools and reports, as well as a host of interactive social media. Visit [www.economicrevitalization.ca](http://www.economicrevitalization.ca) for more information.

# The Monieson Centre Team



## Dr. A. Scott Carson, Director

Dr. A. Scott Carson is a Professor of Strategy and Director of The Monieson Centre at the Queen's School of Business, Queen's University, Kingston, Ontario. Formerly at the Queen's School of Business he was Director of the Queen's MBA. Dr. Carson's career has combined business and government service with academe. His past positions include Dean of the School of Business and Economics at Wilfrid Laurier University; Chief Executive Officer of the Ontario Government's Privatization Secretariat; and Vice-President and Head of Corporate Finance for CIBC in Toronto, responsible for project and structured finance and financial advisory.

Dr. Carson is a graduate of Mount Allison (B.Comm.) and Dalhousie (B.Ed., MA) Universities, and received his PhD from the University of London in 1980. He publishes and is a frequent speaker on strategy, corporate governance, corporate social responsibility and business ethics. He is on the board of directors of The Economical Insurance Group and the Kingston General Hospital.



### Jeff Dixon - Associate Director

As Associate Director of The Monieson Centre, Jeff Dixon works to connect leading research with real-world business and community needs. He supports the Director in the strategic oversight and day-to-day management of the Centre. Having served the Centre since 2008, he has provided leadership and project management to numerous research initiatives.

An honours graduate of Queen's University's Bachelor of Commerce program, Jeff has previously worked in communications for Bombardier and in marketing and strategy development for non-profit organizations.



### Anne Beaubien - Research Administrator

Anne Beaubien brings years of experience in research administration, and has previously served in the QSB Research Office. She administers the Centre's research projects, coordinating budgets and deliverables.



### Giovanna Crocco - Program & Events Coordinator

Giovanna (Jo) Crocco possesses experience in Queen's Executive Development Centre and Office of Research Services. She draws on her legal training and professional experiences as she plans and coordinates the Centre's events and programs.

Contact us at [monieson@business.queensu.ca](mailto:monieson@business.queensu.ca)



# Make no mistake. The Monieson Centre isn't your typical university research centre.

The knowledge-based economy represents a conundrum.

While most organizations recognize the value of knowledge, they struggle to “know what they know”, what they need to know, and how to operationalize knowledge by transforming it into action. Generating value through knowledge is a daunting task. It requires a new way of looking at organizations, strategy, structure, people and competition. But when you take the time to get it right, the rewards are substantial – “nimble” organizations creating new products, services, and organizational structures. Our express purpose at The Monieson Centre is to enable organizations to turn knowledge into value. We accomplish this via an innovative research model, working in partnership with organizations to discover how to harness and drive the power of knowledge.

Recognized for our novel approach to research, we utilize a collaborative, multi-discipline, multi-university, “double-hurdle” research model. “Double hurdle” describes research that upholds the standards of academic rigour with results that are pertinent to practitioners. This model organizes teams of top international researchers to focus on the complex issues of our partner organizations. The Monieson Centre’s team of professionals manages these research projects, shares new knowledge with others through academic and practitioner channels, and assists our organizational partners in effectively transforming knowledge into practice. By bridging the gap between business theory and practice, The Monieson Centre is fast becoming the pre-eminent research centre focused on knowledge in organizations.

An organization’s knowledge capital is its competitive edge – whether it be a consulting firm, a car manufacturer or a hospital. The Monieson Centre works with organizations to discover how they can enhance their capabilities – how to generate value through knowledge.

