

PRIMARY AREAS OF EXPERTISE

Entrepreneurship
Strategy
International Business & Emerging Economies

PROFESSIONAL PROFILE

A versatile and results-oriented professional who specializes in international business, in markets that requires taking into account institutional and cultural differences to optimize business practices and to create opportunities in order to be successful.

High-performing executive with expertise in building/optimizing organizational processes, measurement systems, and infrastructure to maximize business results.

Skilled strategist who transforms strategic plans into workable solutions and benchmarks performance against key operational targets/goals.

Possesses excellent interpersonal skills and the ability to communicate and negotiate concisely and articulately at all levels

Attentive to detail with a practical approach to problem solving and the organization required to ensure that deadlines, budgets and objectives are achieved

Enjoys being part of a successful and productive team and thrives in highly pressurized and challenging working environments

Proven leadership and human management skills

OBJECTIVE

I am looking to teach a course in Entrepreneurship or International Business where I will make best use of existing skills and experience acquired in the private sector and the public sector. In addition to my research projects, I am also working in projects in North and South America with the private and public sector.

EDUCATION

Participant

Max Planck School of Economics	2009
Max Planck School on Entrepreneurship Research	Jena, Germany

PhD

McGill University	2003-2009
Desautels Faculty of Management	Montreal, Canada
PhD in Strategy and Organization	
<i>Thesis Title:</i> "Internationalization Process of Small and Medium-Sized Enterprises from Emerging Economies" (Thesis Committee: Omar Toulan, Jan Jorgensen – McGill University and Rick Molz – Concordia University)	
Elected VP-finance of the Desautels Doctoral Student Society	

MBA in Finance	Gabriela Mistral University Facultad de Economía y Administración Major: Finance Minor: International Business Thesis Title: “Index assets in a Highly Inflationary Economy”	2000 Santiago, Chile
Comercial Engineer	Gabriela Mistral University Facultad de Economía y Administración Magna cum Laude in Economics Thesis Title: “Trade Creation and Diversion in the MERCOSUR” (Thesis Advisor: René Ayala)	2000 Santiago, Chile

BUSINESS EXPERIENCE

VP Global Commerce Strategy	In charge of developing international business for North American and South American companies. Negotiation with government s and international agencies	2012-present
Director Graduate Program in Finance	Universidad ORT Uruguay Main responsibilities are academic supervision and review programs, business development, development, client retention, employee services and counseling and liaison between departments	2011 Montevideo, Uruguay
Participant	Europe meets Latin America- A Forum for Young Leaders The Institute for Cultural Diplomacy Exchange of opinion about strategic international business relations, how to motivate, and improve human resources productivity in different cultural settings and implementation of recommendations	2009 Berlin, Germany
Vice-President Finance	Post-Graduate Students' Society of McGill University Elected position in charge of all financial matters of the Post-Graduate Students' Society including representing the Society's interest before the Federal and Quebec Governments and before University authorities Federal and Quebec Governments	2004-2005 Montreal, Canada
Director	Post-Graduate Students' Society of McGill University Responsible for the implementation of the Board policies and strategies, and for the coordination of the activities of the Corporation with the Federal and Quebec Government and with the University authorities.	2004-2005 Montreal, Canada
Financial Analyst	Canteras Montevideo S.A. In charge of evaluating and presenting all the financial information to the Board of Director and senior managers and negotiation with governmental agencies	2002-2003 Uruguay

Financial Analyst	Cibeles S.A. (representative of Merck, Sharp & Dohme) Responsible for the analysis of relevant economics and social indicators, negotiation with the government agencies, banks and hospitals, and presentations of financial reports to the Director Boards	2001-2002 Uruguay
Financial Assistant	Canteras Montevideo S.A. Main responsibilities included the design and implementation of a new bid system and provide support for negotiation with government agencies.	1994-1996 Uruguay

UNIVERSITY EXPERIENCE

Professor	Universidad ORT Uruguay Strategy and International Business (Courses outline available upon request)	2012-2011
	Marketing and Management Department University of Southern Denmark International Entrepreneurship at Master Level Product Innovation and Management at Master Level Behaviors and Markets at Undergraduate Level (Courses outline available upon request)	2008-2010
	Strategy and Organization Area McGill University, Faculty of Management International Business in the B.Com programs International Business Policy in the B.Com programs (Courses outline available upon request)	2007 & 2008 Montreal, Canada
Visiting-Professor	Facultad de Economía y Administración Universidad Gabriela Mistral Responsible for teaching and designing Corporate Strategy in MBA program (Courses outline available upon request)	2004-2011 Santiago, Chile

OTHER UNIVERSITY EXPERIENCE

Conference Organizing Committee	McGill International Entrepreneurship Conference McGill University, Faculty of Management Responsible for logistic and coordination between industry and academia	2006 & 2011 Montreal, Canada
Research Assistant	Research Group on dairy industry in Canada and Latin America McGill University, Faculty of Management Worked with Professor Paola Perez-Aleman on a comparative project related to the transfer of knowledge between the dairy industry in Canada and Latin America	2005 Montreal, Canada

**Research
Assistant**

Research Group on Delivery of Municipal Services
**McGill University, Desautels Faculty of Management
and University of Montreal**

2004-2005
Montreal, Canada

Worked with Professors Robert Hebdon and Patrice Jalette on a project endorsed by the Canadian Association of Municipal Administrators (CAMA) and the Canadian Federation of Municipalities (CFM) on how municipal services in Canada are delivered and the changes they have experienced.

**Professional
Involvement**

Member of Conference Organizing Committee
McGill International Entrepreneurship Conference
McGill University

2006, 2011
Montreal, Canada

PAPERS PUBLISHED

Etemad, H. & Keen, C. (2014). *Entrepreneurial Capital and Internationalization of SMEs based in Emerging Economies*, Eds Chrysostome and Molz, Building Businesses in Emerging and Developing Countries Challenges and Opportunities, Chapt. 4, Routledge Studies in Development Economics, London, UK

Keen, C. (2013). The Internationalization Process of Small and Medium-sized Enterprises: An Argentinean Perspective, *International Journal of Entrepreneurship and Small Business*, 12 (4), 243-269 .

Keen, C. (2013), *The Internationalization of Small and Medium-sized Enterprises from Emerging Economies*, Eds Hamid Etemad, The Process Of Internationalization In Emerging SMEs and Emerging Economies, Chapt. 4, Elgar Publishing, London, UK

Keen, C. (2013). The Internationalization of Small and Medium-sized Enterprises from Emerging Economies. In Hamid Etemad (Eds.) *The Process of Internationalization in Emerging SMEs and Emerging Economies*, Edward Elgar Publishing: London, U.K.

Keen, C. & Etemad, H. (2012). Rapid-Growth and Rapid Internationalization of Smaller Enterprises from Canada, *Management Decision*, 50 (4).

Keen, C. & Wu, Y. (2011). An Ambidextrous Learning Model for the Internationalization of Firms from Emerging Market, *Journal of International Entrepreneurship*, 9 (4), 316-336.

Keen, C. & Etemad, H. (2011). The impact of entrepreneurial capital and rapidly growing firms: The Canadian example, *International Journal of Entrepreneurship and Small Business*, 12 (3), 273-289.

Keen, C. & Etemad, H. (2011). Rapidly-growing firms and their main characteristics: A longitudinal study from the USA, *International Journal of Entrepreneurial Venturing*, 3 (4), 344-358.

PAPERS UNDER REVIEW & IN PROGRESS

(with Per Servais) “The start-up of International New Ventures - effectively effectuated?” (to be sent to **Journal of International Entrepreneurship** in Fall 2015)

CONFERENCE PRESENTATIONS

Internationalization Process of SMEs The Argentinean case”, **Academy of International Business Southeast (AIB Southeast)**, 2012 USA.

(with Per Servais) “The start-up of International New Ventures - effectively effectuated?”, **European International Business Academy (EIBA)**, December 2010, Porto, Portugal

(with Per Servais) “The Impact of Local Clusters in the Internationalization of SMEs”, **iSME International Conference hosted by Groupe ESC Pau**, December 2010, Pau, France

(with Per Servais) “An Examination of Localization Effects on International New ventures – Some Implications for Emerging Economies”, **McGill International Entrepreneurship Conference**, September 2010, Montreal, Canada

(with Hamid Etemad) “Rapid-growth enterprises in the united states from 1983 to 2003”, **Academy of Management (AOM)**, August 2009, Chicago, USA

“Intangible Internationalization: SMEs from Argentina”, **Academy of Management (AOM)**, August 2009, Chicago, USA

Max Planck School on Entrepreneurship Research, July, 2009, Jena, Germany

“The Internationalization Process of SMEs from Argentina”, **International Management Development Association (IMDA)** June 2009) Tbilisi, Georgia

(with Hamid Etemad) “Towards a Theory of Entrepreneurial Capital: Empirical Evidence from Canadian Smaller, Younger High-growth Enterprises in Emerging Industries”, **Academy of International Business UK Chapter (AIB-UK)**, April 2009, Glasgow, UK

(with Hamid Etemad) “High- Growth and Rapidly Internationalizing Smaller Enterprises from Canada”, **McGill International Entrepreneurship Conference**, August 2008, Dunedin, New Zealand

“The Internationalization Process of Small- and medium-sized Enterprises in Emerging Economies”, **Academy of International Business Conference (AIB)**, July 2008, Milan, Italy

(with Hamid Etemad) “High- and Fast-Growing Smaller Enterprises from Canada”, **International Council for Small Business World conference (ICSB World conference)**, June 2008, Halifax, Canada

(with Hamid Etemad) “Rapidly Growing and Internationalizing Smaller Firms from Canada”, **McGill International Entrepreneurship Conference**, September 2007, UCLA, California, USA

“Small and Medium-sized Enterprises in Emerging Economies”, **Academy of Management (AOM)**, August 2007, Philadelphia, USA

(with Yuanyuan Wu) “An Ambidextrous Learning Model for the Internationalization of Firms from Emerging Market”, **Academy of International Business (AIB)**, July 2007, Indianapolis, USA

(with Hamid Etemad), "Regions and Rapidly-growing Enterprises: A longitudinal Study”, **10th Uddevalla Symposium**, June 2007, Uddevalla, Sweden

(with Hamid Etemad) “Rapidly-growing smaller Enterprises: a Longitudinal Profile”, **Administrative Sciences Association of Canada (ASAC)**, June 2007, Ottawa, Canada

(with Hamid Etemad) “Rapidly Growing Enterprises- A longitudinal Study”, **International Council for Small Business World conference (ICSB World conference)**, July 2007, Turku, Finland

“Entrepreneurial Processes in Small- and Medium-sized Enterprises in Emerging Economies”, **Doctoral Workshop in International Entrepreneurship**, May 2007, Georgia Institute of Technology's Center for International Business Education and Research, Atlanta, USA

“Small- and Medium-sized Enterprises in Emerging Markets”, **McGill International Entrepreneurship Conference**, August 2006, Montreal, Canada

“Liberalization, Internalizations and emerging economies”, **Journal of International Business Studies Workshop**, Academy of International Business (AIB), July 2005, Quebec City, Canada

“Liberalization, Internalizations and emerging economies”, **Academy of International Business Doctoral Consortium**, July 2005, Quebec City, Canada

PERSONAL INFORMATION

Fluent In	English French Spanish (Native)
Citizenship	Uruguayan British Overseas citizen (BOC) Canadian Permanent Resident
Community Service	Rotary Club de la Aguada, Montevideo-Uruguay
Countries Lived In	Uruguay USA UK France Chile Canada Denmark

REFERENCES

Academic	Hamid Etemad, Ph.D., M.Sc., M.Eng. Desautels Faculty of Management, 1001 Sherbrooke Street West, Montreal, Quebec, Canada, H3A 1G5 E-Mail: hamid.etemad@mcgill.ca Luis Escobar, PhD© MIT, USA. MBA Programme Academia Director Universidad Gabriela Mistral, Chile E-Mail: lescobar@ugm.cl Olivier Rubel, Ph.D. Assistant Professor of Management University of California, Davis, Graduate School of Management One Shields Avenue, Davis, CA 95616 USA E-Mail: orubel@ucdavis.edu
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