

## Charla Griffy-Brown

### CURRENT AREAS OF PROFESSIONAL INTEREST

**Research:** Technology Management in the Asia-Pacific Region, Information Systems and Technology Management in Small/Medium Sized Enterprises, Women and Technology-Enabled Entrepreneurship, Technology Innovation and Sustainable Development  
**Citizenship:** US and Australian  
**Languages:** Japanese (intermediate); Spanish (basic level)

### CURRENT POSITION

**Associate Professor, Information Systems and Technology Management**  
**Director, Center for Teaching and Learning Excellence**  
Graziadio School of Business and Management  
Pepperdine University  
Los Angeles, California

### EDUCATION

1997      **PhD**      **Griffith University, Queensland, Australia**  
Doctor of Philosophy granted in the Faculty of Science and Technology with the Centre for Technology Management and Science Policy Research Centre. Fully supported by a Griffith University Postgraduate Scholarship. Extensive fieldwork supported by a Japan Science and Technology Agency Fellowship and an Australian Award for Research in Asia (Australian Vice-Chancellors' Committee).

1991      **BA**      **Harvard University, Cambridge MA**  
**Cambridge, MA**  
B.A. *cum laude* in East Asian Studies.  
Harvard College Scholarship 1989-1990. Elizabeth Cary-Agassiz Award of Merit 1989-1990. Honours thesis received high honors. Undergraduate degree supported by over 14 national scholarship awards. ***Received Fulbright Fellowship for study in Japan after graduation.***

# PEPPERDINE UNIVERSITY

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### PROFESSIONAL EXPERIENCE

- 2001-2002                    **Associate Professor**  
Dept. of Industrial Engineering and Management  
Graduate School of Decision Sciences  
Tokyo Institute of Technology  
O-okayama, Meguro-ku, Tokyo
- 1998-1999                    **Foundation for Advanced Studies in International Development**  
**Japanese Ministry of Foreign Affairs**  
Researcher. Extensive fieldwork in India and other parts of Asia analysing technology and sustainable development issues.
- 1997 – 1999                    **Japan Foundation Fellow, Department of Industrial Engineering and Management**  
**Tokyo Institute of Technology, JAPAN**  
Joint Research Project with the Organization of Economic Cooperation and Development (OECD) and the International Institute of Applied Systems Analysis
- June 1997 – Present            **Consultant In Technology Transfer and Development**
- *European Commission, European Science and Technology Organization*: Japan consultant on advanced technology development and institutional changes in Japan
  - *United Nations Global Environmental Facility (GEF)*, Science and Technical Advisory Panel: Assisted in the area of technology transfer in the energy sector, developed and submitted systems recommendations report, organized international workshop, submitted final report with recommendations to GEF Council
  - *European Commission, Institute for Prospective Studies, International Benchmarking Study*: Japan consultant on global information and communications technology organizational changes
  - *European Commission, Institute for Prospective Studies, International Analysis of Industry Value Added Services*: Consultant for analyzing the development of IVAS in Japan
  - *Indonesia's Agency for Strategic Industry Development (BPIS) and the Australian Centre for Automotive Management (University of South Australia)*: Assisted in technology transfer, HR policy creation and corporate development for Indonesia's indigenous automobile development program
- 1996 -1998                    **Centre for Technology Management, Griffith University**  
**Brisbane, QLD AUSTRALIA**  
Lecturer. Taught technology management and development courses in Singapore and Malaysia. Pioneered online delivery and interactive audio-graphic delivery for the courses taught in Queensland, other parts of Australia including Tasmania and New Zealand.
- 1994 to 1996                    **InterTech Management Pty Ltd**  
**Brisbane, QLD**  
**Australia**

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Associate. InterTech Management is a Queensland firm which provides services in international technology-based investment facilitation, export market development services, and marketing advanced technology products and processes. Corporate portfolios include information technology and telecommunications, aerospace technology, environmental management, agricultural and food technology, and construction and engineering.

- 1991 to 1992      **Fulbright Scholar**, Nagoya University and the Institute of Space and Astronautical Science, Japan
- 1987 to 1991      **DARE Research Institute  
Cambridge, MA**  
Ford Foundation grant supported research developing an acquisition model applying neural network and artificial intelligence theories to acquisition and preference.
- May 1988 to  
September 1988      **Bionetics Corporation, NASA  
Kennedy Space Center, FL**  
Worked as consultant in data reduction and statistical analysis for NASA Space Life Science Experimentation
- 1987      **NASA  
Kennedy Space Center, FL**  
Designed software converting Computer Aided Design (CAD) equipment output to input compatible for UNIX document formatting utilities for the Generic Checkout System (GCS) group involved in developing manned and unmanned pre-launch checkout systems.

## AWARDS, FELLOWSHIPS AND RESEARCH GRANTS

- 2007-2009      **Denny Endowed Chair**, Graziadio School of Business and Management, Pepperdine University
- 2005-2006      **Rothschild Research Endowment**  
This grant award is for research extending the boundaries of knowledge in the area of cross-cultural information systems security and ethics. The research objective is to discover what cultural lenses are embedded in the understanding of cyber ethics in the context of small and medium-sized businesses in Japan and China.
- 2004-2005      **SAP University Alliance Program Grant**  
This corporate grant sponsored by, SAP, a large multinational software company, is for research exploring mobile technologies and web-applications in Small and Medium Enterprises in China and Japan.
- 2004-2005      **Lilly Foundation/Pepperdine Voyager Project Grant**

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The grant award is for the development of an online module in Information Systems Security and Ethics for the Information Systems and Technology Management Discipline.

- 2004                    **International Association of the Management of Technology Award**  
One of 30 international scholars to be recognized for significant and prolific research in the field of technology management
- 1999-2002           **Research Grant, Ministry of Education, Japan**  
This research grant was co-authored with Prof. Chihiro Watanabe and colleagues from the International Institute of Applied Systems Analysis
- 1997-1998           **Japan Foundation Research Fellow**  
Tokyo Institute of Technology, Dept. of Industrial Engineering and Management
- 1995                   **Australian Award for Research in Asia**  
Australian Vice-Chancellors' Committee  
*Grant Supported PhD fieldwork in Asia.*
- 1995                   **Japan Science and Technology Agency Fellowship**  
National Institute of Science and Technology Policy, Tokyo  
*Grant Supported PhD fieldwork in Japan.*
- 1993 to 1997       **Griffith University Postgraduate Student Scholarship**  
for PhD candidature, Griffith University, Queensland, Australia
- 1991-1992           **Fulbright Fellowship**

## PUBLICATIONS

### PEER REVIEWED JOURNALS

1. **New functionality development through follower substitution for a leader in open innovation** (2011). Chihiro Watanabe, Jae-Ho Shin, Juho Heikkinen, Weilin Zhao, Charla Griffy-Brown. **New functionality development through follower substitution for a leader in open innovation** *Technological Forecasting and Social Change, Volume 78, Issue 1, January 2011, Pages 116-113.*
2. **CO<sub>2</sub> emissions and mitigation potential in China's ammonia industry** (2010). Wenji Zhou, Bing Zhu, Qiang Li, Tiejun Ma, Shanying Hu and Charla **Griffy-Brown**. *Energy Policy*, 38 (7), 3701-3709.

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3. **CO<sub>2</sub> emissions and reduction potential in China's chemical industry.** Zhu, B., Zhou, W., Hu, S., Li, Q., Griffy-Brown, C and Jin, Y. (2010). *Energy*, Volume 35, Issue 12, pp 4663-4670.
4. **Developing an effective and affordable search engine marketing strategy for nonprofits** (2009), Dave McMahon and Charla Griffy-Brown, *Int. J. Internet Marketing and Advertising*, 5 (1/2), 113-130.
5. **Learning and assimilation vs M&A and innovation: Japan at the crossroads** (2009), C. Watanabe, J. Shin, S. Akaike, and C. Griffy-Brown, *Technology in Society*, Volume 31, Issue 3, August, 2009, pp. 218 -231.
6. **Changes in the Technology Spillover Structure due to Economic Paradigm Shifts: A Driver of the Economic Revival in Japan's Material Industry beyond the Year 2000**, (2009), M. Nakagawa, C. Watanabe and C. Griffy-Brown, *Technovation* Volume 29, Issue 1, January 2009, pp. 5-22.
7. **An Exploration of Competitive Advantage in an Industry Cluster with in Local Institutional Systems: The Case of Dalian Software Park in China**, (2009), W. Zhao, C. Watanabe and C. Griffy-Brown, *Technology in Society*, Volume 31, Issue 2, pp. 139-149.
8. **Weighing the tradeoffs of knowledge management systems implementation: The case of Pratt-Whitney Rocketdyne.** (2008), Chun, M.W.S and Griffy-Brown, C. *Journal of Information Technology Case and Application Research*, Volume 10, Issue 1, pp.
9. **Hilton Hotels Corporation Self-Service Technology** (2008). Griffy-Brown, C., Chun, M. W.S., *Journal of Information Technology Cases & Application Research*, Volume 10, Issue 2, pp. .
10. **The co-evolution process of technological innovation- An empirical study of mobile phone vendors and telecommunication service operators in Japan** (2007). Chen, C., Watanabe, C. & Griffy-Brown, C. *Technology in Society*, Volume 29, Issue 1, January 2007.
11. **Aligning Business Strategies and IS Resource Utilization: A Resource-Based View of Establishing Dynamic Capabilities in Japanese SMEs** (2007). Griffy-Brown, C. and Chun, M. *Journal of Global Information Technology Management*, Volume 10, Issue 3.
12. **Leveraging the Sales Force with Portal Technology at the American Subsidiary of a Japanese Motor Company** (2007), Chun, M.S., Montealegre, R., and Griffy-Brown, C., *Communications of the Association of Information Systems Journal*, Volume 20, pp. 393-408.
13. **Just-in-Time to Just-in-Case: Managing Supply Chain in Uncertain Times.** (2004). Charla Griffy-Brown *Journal of Supply Chain Management*, Vol. 1, No. 1, 36-46.

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14. **Institutional elasticity as a significant driver of IT functionality development.** (2003) Chihiro Watanabe, Reiko Kondo, Noritomo Ouchi, Haihong Wei, Charla Griffy-Brown, *Technology Forecasting and Social Change*, Vol. 7, No. 2.
15. **Behavior of Technology in Reducing Prices of Innovative Goods: An Analysis of the Governing Factors of Variance of PV Module Prices,** (2003) C. Watanabe, A. Nagamatsu and C. Griffy- Brown *Technovation* 23, No. 5, 423-436.
16. **'Experiential E-Learning as Mechanism for Creating Competency in Information and Security Systems.'**(2003) Charla Griffy-Brown and Mike Hamlin, *Issues in Information Systems*, Volume 4, Issue 2.
17. **'The Alliance Strategy as a Competitive Strategy for Successively Creative New Product Development,'**(2002) M. Takayama, C. Watanabe and C. Griffy-Brown, *Technovation* Vol. 22, Issue 10, 607-614.
18. **'Remaining Innovative without Sacrificing Stability: An Analysis of Strategies in the Japanese Pharmaceutical Industry that Enable Firms to Overcome Inertia Resulting from the Successful Market Penetration of New Product Development,'** (2002) Takayama, C. Watanabe and C. Griffy-Brown, *Technovation*, Vol. 22, No.12, 747-759.
19. **'Technology Spillover as a complement for High-level R&D Intensity in the Pharmaceutical Industry'**, (2002) Chihiro Watanabe, Makoto Takayama, Akira Nagamatsu, Takashi Tagami and Charla Griffy-Brown, *Technovation*, Vol. 22, Issue 4, Pages 245-258.
20. **"R&D, Technology Spillovers and Knowledge Management: The Changing Dynamics of Techno-economic Systems Beyond 2000."** *Special Edition of the International Journal of Technology Management*. Ed. Chihiro Watanabe and Charla Griffy-Brown, 8 Vol. 23.
21. **'Technology Spillovers and Economic Vitality: An Analysis of Institutional Flexibility in Japan with Comparisons to the US,'** (2002) Charla Griffy-Brown, Bing Zhu, Akira Nagamatsu and Chihiro Watanabe. *International Journal of Technology Management*, 23, No. 1.
22. K. Matsumoto, N. Ouchi, C. Watanabe and C. Griffy-Brown, "Optimal Timing of the Development of Innovative Goods with Generation," *Technovation* 22, No. 3 (2002) 175-185.
23. **'Technology Spillovers and Informatization in Japan: An Analysis of IT Diffusion in Large versus Small and Medium-sized Enterprises.'** (1999) Charla Griffy-Brown, Chihiro Watanabe and Kenzo Fujisue, *International Journal of Technology Management*, Vol. 17, No. 4, pp. 362-389.

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24. **‘Global Technology Spillover and Its Impact on Industry's R&D Strategies,’** (2001) C. Watanabe, B. Zhu, C. Griffy-Brown and B. Asgari, *Technovation* 21, No. 5 281-291.
25. **‘Development and Diffusion Trajectory of Innovative Products in light of Institutional Maturity- a comparative empirical analysis of the laser beam printer and optical cards,’** (2001) C. Watanabe, K. Matsumoto and C. Griffy-Brown, *Technovation*, No. 21, Issue 10, 637-647.
26. **‘Patent Statistics: Deciphering a Real versus a Pseudo Proxy of Innovation,’** (2001) C. Watanabe, Y. Tsuji and C. Griffy-Brown, *Technovation*, Vol. 21, No. 12, Pages 783-790.
27. **‘Stimulating R&D: An Analysis of MITI’s ‘Visions’ and Current Challenges Facing Japan's Technology Policy-Making Mechanisms.’** (1999) Koji Wakabayashi, Charla Griffy-Brown, Chihiro Watanabe, *Science and Public Policy*, Vol. 26, No. 1, pp. 2-16.
28. **‘The Cape York Space Port: Lessons in Sustainable Strategic Advantage.’** Charla Griffy-Brown, Karl Knapp, and John Humphreys. *Space Commerce*, Vol. 2., 1994.

### PEER REVIEWED BOOK CHAPTERS

29. **‘Information Technology and Changing Institutional Systems as They Shift from an Industrial to an Information Society: An Initial Comparative Analysis of the USA, Japan, and China,’** (2009), Charla Griffy-Brown, Bing Zhu and Jianbin Jin, Technological Innovation Across Nations Applied Studies of Coevolutionary Development, M. V. Van Geenhuizen, et. al (eds). Springer-Verlag, Berlin.
30. **A Case Study of Effectively Implemented Information Systems Security Policy,’**(2006), Charla Griffy-Brown and Mark Chun, Enterprise Information Security and Assurance. Warkentin and Vaughn (eds), IGI Publishing.
31. **‘From Vision to Reality: A Model for Bringing Real-World Technology To The Management Education Classroom.’** (2003) Mike Hamlin, Charla Griffy-Brown and Jim Goodrich Educating Managers Using Tomorrow’s Technologies. Charles Wankel, Editor.
32. **‘Inter-Firm Technology Spillover and the ‘Virtuous Cycle’ of Photovoltaic Development in Japan,’** (2002) Watanabe, C., Griffy-Brown, C., Zhu, B and Nagamatsu, A, **Technological Change and the Environment**, Eds. Grubler, Nakicenovic and Nordhaus, Resources for the Future, Washington D.C.
33. **‘Inter-firm Technology Spillover and the Creation of a ‘Virtuous Cycle’ between R&D, Market Growth and Price Reduction: The Case of Photovoltaic Power Generation (PV)**

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- Development in Japan'**, (2000) Chihiro Watanabe and Charla Griffy-Brown, **Resources for the Future**, International Institute of Applied Systems Analysis and the International Energy Agency, Laxenburg, Austria
34. **'Slow-Track Development and Its Implications for Strategic Energy Decisions in the Asia-Pacific Region.'** (1999) **Charla Griffy-Brown**, *Agenda for International Development 1999: Harnessing Globalization*, ed. Takahashi Kazuo (*English and Japanese*), Foundation for Advanced Studies on International Development.
35. **'Models of Acquisition and Preference.'** Michael Commons, Charla Griffy, Ed Trudeau, and Eric Bing, *Neural Network Models of Conditioning and Action*. Lawrence Erlbaum Associates Publishers: Hillsdale, N.J., pp. 201-223, 1991.

### OTHER PEER REVIEWED PUBLICATIONS

36. **'Women Entrepreneurship: there are indications of global changes in venture businesses in Japan'** (2007). Griffy-Brown, C. and Oakland, Graziadio Business Report, Vol. 10, Issue 1.
37. **Will Your Company's Electronic Records Storage Withstand Legal Scrutiny?** (2005) Charla Griffy-Brown, Stephani Bodo and Linnea McCord. *Graziadio Business Report*. Vol.8, No. 1.
38. **Wired! Hong Kong, China and Japan Flex their Electronic Muscles.** (2004). Mark Chun. and Charla Griffy-Brown *Graziadio Business Report*, Vol. 7, No. 1.
39. **'Small Firms Keep R&D Vibrant: Stay competitive despite limited resources'** (2002) Charla Griffy-Brown, *The Graziadio Business Report*, Winter 2002. <http://bschool.pepperdine.edu/gbr/index.html>.
40. **'Knowledge Management and Business Portals: Choosing the right tools and ensuring a smooth deployment'** (2001) Charla Griffy-Brown and Scott Fletcher, *The Graziadio Business Report*, Spring 2001. <http://bschool.pepperdine.edu/gbr/index.html>.
41. **'Do Japan's High Tech Failures Open Doors for Western Firms?'** (2000) Charla Griffy-Brown, Bing Zhu and Chihiro Watanabe, *The Graziadio Business Report*, Summer 2000. <http://bschool.pepperdine.edu/gbr/index.html>.
42. **'Knowledge Management and the Internet: Harnessing the Power of Search Engines.'** Charla Griffy-Brown. *The Graziadio Business Report*, Winter 2000. <http://bschool.pepperdine.edu/gbr/001/search.html>



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43. **‘Globalization and the Political Discourse of Science and Technology in Development: An Analysis of China and India’s Space Technology Experiences’,** (1999) Charla Griffy-Brown, Occasional Paper No. 14, (*in English and Japanese*), Foundation for Advanced Studies in International Development.
44. **‘Australia Explores Expanding Opportunities in Commercial Space Development.’** Charla Griffy-Brown. *Roundtable Research Quarterly*. Washington, D.C., Vol 3., 1994.
45. **‘Chinese Satellite Development Contributes to China’s Educational System and Land Resource Management.’** Charla Griffy-Brown. *Roundtable Research Quarterly*. Washington, D.C. , Vol. 2., 1993.
46. **‘Inter-firm Technology Spillover and the Creation of a ‘Virtuous Cycle’ between R&D, Market Growth and Price Reduction: The Case of Photovoltaic Power Generation (PV) Development in Japan’,** (1999) Chihiro Watanabe and Charla Griffy-Brown, International Greenbook Proceedings from the International Workshop on Technological Change and the Environment, International Institute of Applied Systems Analysis, Laxenburg, Austria, 21-22 June 1999.
47. **‘Trends in US Technological Economic Development: IT Spillovers, Technology Standards, and Demand Management.’** Charla Griffy-Brown, International Technology Metabolism Committee Report, *Fujitsu Research Institute*, 1998.
48. **‘Elucidating the Role of Demand Dynamics and the Evolution of the Marketplace on Technological Economic Development.’** Charla Griffy-Brown, International Technology Metabolism Committee Report, *Fujitsu Research Institute*, 1998.
49. **‘Critical Factors Driving Strategic Asia-Pacific Space Technology Development,’** Charla Griffy-Brown. *4th Australian Space Development Conference Proceedings*, Canberra, Australia, 28 March 1996.
50. **‘Competition versus Cooperation in Asia-Pacific Space-Based Telecommunications.’** Charla Griffy-Brown. *Strengthening Cooperation in the 21st Century*. Advances in Astronautical Sciences Series. American Astronautical Society, Univelt Corp., 1995
51. **‘An Analysis of Space Policy and Technology Management Strategies in China and Japan.’** Charla Griffy-Brown and Gordon Pike. *Satellite Communications*. Proceedings of the Ninth National Space Engineering Symposium, Institute of Engineers, Australia, 1994.

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### BOOKS AND JOURNAL SPECIAL EDITIONS:

52. **Women, Technology and Entrepreneurship: Global Case Studies.** Vinnie Jauhari and Charla Griffy-Brown, Editors. Reference Press. New Dehli, 2009.
53. **Knowledge-based Economic Growth and Socio-political Implications in East Asia.** Ed. Ng Chee Yuen and Charla Griffy-Brown. Foundation for Advanced Studies in International Development, 2001. (in English and Japanese)
54. **Socio-Economic Changes and Political Trends in East Asia.** Ed. Ng Chee Yuen and Charla Griffy-Brown. Foundation for Advanced Studies in International Development, 2000. (in English and Japanese)
55. **Trends and Issues in East Asia,** ed. Ng Chee Yuen and Charla Griffy-Brown, Foundation for Advanced Studies in International Development, Japanese Ministry of Foreign Affairs, 1999. (in English and Japanese)
56. **'Technology, Power and Strategic National Decisions: Space Industry Development in the Asia-Pacific Region.'** PhD dissertation, Griffith University, Queensland, Australia, 1997.

### COMMISSIONED AND PEER REVIEWED POLICY REPORTS

1. **'Globalization, Information Systems and Environmental Sustainability in East Asia: A Policy Making Framework and Regional Case Studies,'** (2000) Charla Griffy-Brown. Prepared for the Japanese Ministry of Foreign Affairs, Government of Japan (*in English and Japanese*), Foundation for Advanced Studies on International Development.
2. **'Globalization and the Changing Realities of Donor Coordination',** (1999) Charla Griffy-Brown. Prepared for the Ministry of Foreign Affairs, Government of Japan. (*in English and Japanese*)
3. **'Inter-firm Technology Spillover and the Creation of a 'Virtuous Cycle' between R&D, Market Growth and Price Reduction: The Case of Photovoltaic Power Generation (PV) Development in Japan',** (1999) Chihiro Watanabe and Charla Griffy-Brown, International Greenbook Proceedings from the International Workshop on Technological Change and the Environment, International Institute of Applied Systems Analysis, Laxenburg, Austria, 21-22 June 1999.
4. **'Trends in US Technological Economic Development: IT Spillovers, Technology Standards, and Demand Management.'** Charla Griffy-Brown, International Technology Metabolism Committee Report, *Fujitsu Research Institute,* 1998.

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5. **'Elucidating the Role of Demand Dynamics and the Evolution of the Marketplace on Technological Economic Development.'** Charla Griffy-Brown, International Technology Metabolism Committee Report, *Fujitsu Research Institute*, 1998.
6. **'Critical Factors Driving Strategic Asia-Pacific Space Technology Development,'** Charla Griffy-Brown. *4th Australian Space Development Conference Proceedings*, Canberra, Australia, 28 March 1996.
7. **'Australia Explores Expanding Opportunities in Commercial Space Development.'** Charla Griffy-Brown. *Roundtable Research Quarterly*. Washington, D.C., Vol 3., 1994.
8. **'Chinese Satellite Development Contributes to China's Educational System and Land Resource Management.'** Charla Griffy-Brown. *Roundtable Research Quarterly*. Washington, D.C. , Vol. 2., 1993.
9. **'Competition versus Cooperation in Asia-Pacific Space-Based Telecommunications.'** Charla Griffy-Brown. *Strengthening Cooperation in the 21st Century*. Advances in Astronautical Sciences Series. American Astronautical Society, Univelt Corp., 1995
10. **'An Analysis of Space Policy and Technology Management Strategies in China and Japan.'** Charla Griffy-Brown and Gordon Pike. *Satellite Communications. Proceedings of the Ninth National Space Engineering Symposium*, Institute of Engineers, Australia, 1994.

### PEER REVIEWED CONFERENCES AND INVITED LECTURES

1. **Technology and Shifts in Women's Entrepreneurship: The Case of Japan.** (2010). Griffy-Brown, C. The Diana Conference, Banff, Canada, August 1-4, 2010.
2. **The Evolving Role of the CIO in Public and Private Sectors.** (2010). Chun, M. and Griffy-Brown, C. Keynote Presentation, Public Sector CIO Summit, Scottsdale, Arizona May 25, 2010.
3. **C-Government to the Power of 3: Customer Centric Culture in Government.** (2010). Griffy-Brown. Invited panelist/speaker New York State CIO Academy, Albany, New York, April 28-29, 2010.
4. **Knowledge Management and Networks: The Role of Technology and Knowledge Enabled Social Networking in Innovation.** (2009), Griffy-Brown, C., Chun, M. W.S., The 3rd IASA-Tokyotech Workshop on Hybrid Management of Technology in the 21st Century, Vienna, Austria, December 14, 2009.

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5. **The Networked-Based Digital Business World in Japan and Shifts in Women's Entrepreneurship.** (2009). Griffy-Brown, C., Academy of International Business Annual Meeting, San Diego, California, June 29, 2009.
6. **Women, Technology and Entrepreneurship in Japan", Griffy-Brown, C., Entrepreneurship in Japan.** (2009), Stanford Program for Regional Innovation and Entrepreneurship, Tokyo, Japan, May 28, 2009.
7. **The Fortress and the Cloud: Women, Technology and Entrepreneurship in Japan.** (2009), Griffy-Brown, C., Stanford Program for Regional Entrepreneurship and Innovation, Stanford University, Palo Alto, California, Invited Lecture, January 23, 2009.
8. **Knowledge Management and Networks: The role of technology enabled social networking in innovation,** Griffy-Brown, Charla and Chun, Mark W, Western Decision Sciences Institute Conference, Kauai, Hawaii, April 7-11, 2009.
9. **Information Systems Security and Web 2.0: The Security Challenges of Social Networking,** Griffy-Brown, C., Durand, J., Chun, M. W.S., 8th Annual International Conference for Electronic Business, Kona, Hawaii, October, 2008.
10. **Digital Corporate Social Responsibility: Asking the right questions and shaping the future.** (2008), Griffy-Brown, C., Digital Social Responsibility: Search for a Sound, Responsible Information Society, New York, New York, Japan Society of New York, Lectureship Sponsored by Hitachi, October 29, 2008.
11. **Enterprise 2.0: Creating a national innovation system capable of surviving and thriving in the 21st Century.** (2008), Griffy-Brown, C. Tokyo, Japan: Symposium on Institutional Management of Technology, Jan 30 – Feb.1 2008.
12. **Knowledge and Innovation Management: Transforming Global Business Processes Within the Networked Environment to Create New Business Opportunities** (2008), Griffy-Brown, Charla, Chun, Mark W, Proceedings of the International Conference on Knowledge, Culture, & Change in Organizations, August 5-8, 2008.
13. **SMEs Assimilating Global Best Practices: Changing from Dependence on External Networks to Endogenous Use of Technology.** (2007) Griffy-Brown, C. and Chun, M. Hybrid Management of Technology in the 21st Century- The Co-evolutionary Development of Manufacturing and Information Technology Fusing Indigenous Strength and Assimilating Global Best Practice, Vienna, Austria, September 8-9, 2007.
14. **How technology and information management are transforming global corporate strategy,** Griffy-Brown, C., Corporate Strategies to Meet the Challenges of Globalization, Tokyo, Japan, May 2007.

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15. **‘Process and Experiences in Constructing an Interactive e-learning Module to Engage Business Managers in Theological Considerations of Purpose and Vocation through Information Stewardship,’** Griffy-Brown, C., and Hamlin, M. , AACE Conference Proceedings, Orlando, Florida, June 26-30, 2007.
16. **‘Hilton Hotels Self-Service Technology: A Case Study,’** Griffy-Brown, C. & Chun, M., Western Academy of Management / Western Casewriters Association Conference Proceedings, Long Beach, CA, March 30, 2006.
17. **‘African Harvest Biotechnical Foundation International: A Case Study,’** Griffy-Brown, C., Hooten, D. and Wambugu, F., Western Academy of Management / Western Casewriters Association Conference Proceedings, Long Beach, CA, March 30, 2006.
18. **‘Women Technology and Entrepreneurship: An Analysis of Small Office/Home Office Development in Japan,’** Griffy-Brown, C. & Whitfield, G., Global Information Technology Management Association Conference Proceedings, Orlando, Florida, June 11-13, 2006.
19. **‘Information Stewardship: The Transformation of Institutions Leveraging Knowledge and Values,’** Invited Speaker, Symposium on the Management of Institutional Innovation and Technology. Tokyo Institute of Technology, Tokyo, Japan, February 28-January 2, 2006.
20. **‘The Role of Information Systems in Small and Medium-Sized Enterprises in Japan,’** Charla Griffy-Brown, America’s Conference on Information Systems, Omaha, Nebraska, August 11-14, 2005.
21. **‘The Weakest Link? Small and Medium-Sized Enterprises in the Context of Information Systems Security,’** Charla Griffy-Brown, Panel addressing the topic ‘Are Prevailing Theories and Practices of IS Security Management Adequate?’, America’s Conference on Information Systems, Omaha, Nebraska, August 11-14, 2005.
22. **‘The Role of Information Systems in Small and Medium-Sized Enterprises in Japan and China,’** Charla Griffy-Brown, Annual Conference of the International Association for the Management of Technology, Vienna, Austria, May 22-26, 2005.
23. **‘A Case Study of Africa Harvest: Leveraging Biotechnology and Information Technology Solutions in Productivity Enhancement for Social Advance,’** Charla Griffy-Brown, Denny Hooten and Florence Wambugu, Annual Conference of the International Association for the Management of Technology, Vienna, Austria, May 22-26, 2005.
24. **‘Institutional Innovation in Small and Medium Enterprises: A US-Japan Comparison,’** Charla Griffy-Brown, Symposium on the Science of Institutional Innovation and the Management of Technology, Tokyo Institute of Technology, Tokyo, Japan, Feb. 28-March 2, 2005.

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25. **‘Globalization and the Changing Role of Government, Industry and the Academy: An analysis of Technology in China and India’**, Charla Griffy-Brown, Annual Conference of the International Association of the Management of Technology, Washington, DC, April 2004.
26. **‘Experiential E-Learning as Mechanism for Creating Competency in Information and Security Systems.’** Charla Griffy-Brown and Michael Hamlin, International Association of Computer Information Systems, Las Vegas, Nevada, October 1-4, 2003.
27. **‘Information Technology and the Effectiveness of Institutional Systems in Turbulent Times: A Comparative Analysis of the US and Japan’** Charla Griffy-Brown, Proceedings for The Japan Society for Science Policy and Research Management, Kyushu, Japan. Oct. 25-26, 2002.
28. **‘Corporate Portals and Higher Education: Using Your Portal to Create Community and Enhance Corporate Training’**, Scott Fletcher, Charla Griffy-Brown, and Michael Hamlin. DCI Portal Conference, Chicago, Illinois, November 12-14, 2002.
29. **‘Adapting Corporate Portal Technology for Management E-Learning.’** Michael Hamlin, Charla Griffy-Brown, E-Learn 2002 – World Conference on E-Learning in Corporate, Government, Healthcare and Higher Education, Montreal Canada, October 15-19, 2002.
30. **‘Using the Portal as a Corporate Training and Higher Education Tool.’**, Charla Griffy-Brown, DCI Corporate and e-Business Portals Conference, San Francisco, CA, April 30-May 2, 2002.
31. **‘Institutional Flexibility and Information Systems,’** Charla Griffy-Brown, Invited Lecture, New Energy and Development Organization, Tokyo, Japan, 16 July, 2002.
32. **‘Weapons of Mass Disruption: The US and the World Post-September 11 in Technology and Strategic Decisions in Business Practice.’**, Charla Griffy-Brown, International Committee Meeting for Science and Technology Policy, Tokyo Institute of Technology, Tokyo, Japan, 17 April, 2002.
33. **‘Information Technology and the Effectiveness of Institutional Systems as They Shift from an Industrial to an Information Society,’** Charla Griffy-Brown, An Elucidation of the Role of Institutional Systems in Characterizing Technology Development Trajectories – A Global Comparative Analysis of Manufacturing Technology and Information Technology in the Enhancement of Business Practice, Technical Meeting, International Institute of Applied Systems Analysis, Vienna, Austria, 22-23 September, 2002.

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34. **‘Creating Community in a Distributed Environment-The GraziadioNet Information Portal.’** Michael Hamlin and Charla Griffy-Brown, *AACSB Deans Conference*, St. Louis, MO, October 7-9, 2001.
35. **‘Portals as a Higher Education and Corporate Training Tool,’** Charla Griffy-Brown, *DCI Portal Conference*, Palm Springs, CA, September 30- October 3, 2001.
36. **‘Information Systems, Competitiveness and Institutional Innovation: A Comparison of the Convergence of Organizational Processes and Technology Structures in the US and Japan.’** Charla Griffy-Brown, *Mathematical Modeling and Empirical Analysis of Institutional Innovation and Elasticity in Information-based Techno-Economic Development*, International Institute of Applied Systems Analysis, Vienna, Austria, September 23-24 2001. URL: <http://www.me.titech.ac.jp/~iiasatit/index.html>.
37. **‘Netropeneurship, Technology Spillover .and Competition: The Changing Dynamics of Techno-Economic Systems Beyond 2000.’** Charla Griffy-Brown, *Special Lecture*, Tokyo Institute of Technology, Tokyo, Japan. 23 July 2001.
38. **Old versus New Corporate Strategies: The Cross-Pollination of Ideas Coupled with New Technology at Motorola and Qualcomm.’** Charla Griffy-Brown, *Mathematical Models Describing the Coevolution of Technology and its Impact on the New Economy, Firms and Customers*, International Institute of Applied Systems Analysis, Vienna, Austria, March 4-5 2001. URL: <http://www.me.titech.ac.jp/~iiasatit/index.html>.
39. **‘Technology Spillovers, Learning and Institutional Flexibility,’** Charla Griffy-Brown, *International Collaboration on Experience Curves for Energy Technology Policy (EXCETP)-EXCETP3 Tokyo Meeting*, 15-17 November 2000, Tokyo Institute of Technology, Tokyo, Japan
40. **‘Knowledge-based Economic Growth and Socio-Political Implications in East Asia’,** Charla Griffy-Brown, *East Asia 21 Network Meeting*, October 25-26, 2000, Foundation for Advanced Studies in International Development, Japanese Ministry of Foreign Affairs, Tokyo, Japan.
41. **‘Complexity and Convergence: An Analysis of Selected Technology Trajectories,’** Charla Griffy-Brown, *Technical Meeting on Mathematical Models of Techno-economic Processes-Problems of Economic Growth and Innovation Dynamics*, Euler International Mathematical Institute, St. Petersburg, Russia (delivered via netmeeting), 7-11 June 2000.
42. **‘Net Effects: The US Digital Economy and Institutional Elasticity,’** Charla Griffy-Brown, *The International Committee of the Japan Society for Science Policy and Research Management*. Tokyo Institute of Technology, 27 July 2000.

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43. **'Net Effects: The US Economy after the Soft Landing,'** Charla Griffy-Brown, Fujitsu Research Institute Meeting, Tokyo Institute of Technology, 24 July 2000.
44. **'Netropreneurship, Technology Spillovers and Competition: Combining the "Complexity" and "Crocodile" Models,'** Charla Griffy-Brown, Technical Meeting on a Comparative Analysis of the Development Path of Europe, the US and Japan- The Interaction between Technology and Economics, International Institute of Applied Systems Analysis, Tokyo, Japan, 11-12 December 1999.
45. **'Inter-firm Technology Spillover and the Creation of a 'Virtuous Cycle' between R&D, Market Growth and Price Reduction: The Case of Photovoltaic Power Generation (PV) Development in Japan',** (1999) Chihiro Watanabe and Charla Griffy-Brown, International Workshop on Induced Technological Change and the Environment, International Institute of Applied Systems Analysis, Laxenburg, Austria, 21-22 June 1999.
46. **'Globalization and the Political Discourse of Science and Technology in Development: An Analysis of China and India's Space Technology Experiences'** Charla Griffy-Brown, Foundation for Advanced Studies on International Development, Japanese Ministry of Foreign Affairs, Friday In-House Seminar, 16 April 1999.
47. **'Globalization and the Changing Realities of Donor Coordination'** Charla Griffy-Brown, Foundation for Advanced Studies on International Development, Japanese Ministry of Foreign Affairs, 29 August 1999.
48. **'Elucidating the Role of Demand Dynamics and the Evolution of the Marketplace on Technological Economic Development.'** Charla Griffy-Brown. Technical Meeting on a Comparative Analysis of the Development Path of Europe, the US and Japan- The Interaction between Technology and Economics, International Institute of Applied Systems Analysis, Vienna, Austria, February 28, 1998.
49. **'US Technological Economic Development: Technology Spillover, Technology Standards, Value-chain Restructuring and Demand Dynamics.'** Charla Griffy-Brown, 9<sup>th</sup> Conference on Policy and Research Management, Japan Society for Science and Technology Policy, Tokyo, October 24, 1998.
50. **'A Systems Approach to Technology Transfer in the Energy Sector.'** Charla Griffy-Brown and Chihiro Watanabe, United Nations Global Environmental Facility, Science and Technical Advisory Panel Workshop, Amsterdam, The Netherlands, January 19, 1998.
51. **'Current Trends in US Technological Economics: IT Spillover, Technological Standards and Demand Management.'** Charla Griffy-Brown, Fujitsu Research Institute Annual Meeting, Tokyo May 1998.



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52. **'Science and Technology Education in the US and Australia.'** Charla Griffy-Brown, Japan Society for Technology Policy, Tokyo, August 1997.
53. **'Critical Factors Driving Strategic Asia-Pacific Space Technology Development,'** Charla Griffy-Brown, 4th Australian Space Development Conference, Canberra, Australia, March 28, 1996.
54. **'Global Trends in Space-Based Telecommunications.'** Charla Griffy-Brown, Queensland Information Industry Board, QTEL lectures, Brisbane, Australia, February 14, 1995.
55. **'Competition versus Cooperation in Asia-Pacific Space Based Telecommunications'**, Charla Griffy-Brown, The American Astronautical Society's Sixth International Space Conference of Pacific Basin Societies, Los Angeles, California, December 6-9, 1995.
56. **'Competition versus Cooperation in Asia-Pacific Space Based Telecommunications'**, Charla Griffy-Brown, The American Astronautical Society's Sixth International Space Conference of Pacific Basin Societies, Los Angeles, California, December 6-9, 1995.
57. **'Space Technology and Telecommunications: Global and Regional Trends,'** Charla Griffy-Brown, The Institute of Radio and Electronics Engineers Australia, Brisbane, Australia, November 30, 1994.
58. **'An Analysis of Space Policy and Technology Management Strategies in China and Japan: Australian Opportunities in Space Technology,'** Charla Griffy-Brown, The Australian Institute of Engineers' Ninth National Space Engineering Symposium, Sydney, Australia, September 5-7, 1994.

### CORPORATE AND SPONSORED RESEARCH

1. **Hilton Hotels Corporation. IT and Customer Facing Technology.** C. Griffy-Brown and Robert Machen, VP of Customer Facing Technology (2006).
2. **'Implementing Web-Based Portals at American Honda Motor Corporation'**, presentation and case study, Mark Chun, Charla Griffy-Brown and Ramiro Monteagle, Los Angeles, California, October 2004.
3. **'EU Project on Industry Value Added Services (IVAS): Analyzing the Status of IVAS in Japan.'** Charla Griffy-Brown, Chihiro Watanabe, and Masakazu Katsumoto. *European Commission, Joint Research Centre, Institute for Prospective Technological Studies*, Seville, October 1998.

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4. **'Technology and Strategic National Decisions: Japan's Transition to an Information-Based Society.'** Charla Griffy-Brown, Chihiro Watanabe, Kenzo Fujisue, Keisuke Baba. *Japan Foundation Final Report Series*, June 1998.
5. **'Japan Overcoming High-Technology Failures and Restructuring Science and Technology Policy for the Twenty-First Century,'** (2000) Charla Griffy-Brown, Chihiro Watanabe and Masakazu Katsumoto, *European Science and Technology Organization's Techno-Economic Analysis Report*. European Commission.
6. **'A Systems Approach to Technology Transfer in the Energy Sector.'** Charla Griffy-Brown and Chihiro Watanabe. *United Nations Global Environmental Facility, Science and Technical Advisory Panel Report*, 1998.
7. **'A Report of the Workshop on Technology Transfer in the Energy Sector.'** Charla Griffy-Brown and the Working Group on Climate Change, UN Science and Technical Advisory Panel. *United Nations Global Environmental Facility, Report to Council*, 1998.
8. **'EU Project on the Benchmarking of Framework Conditions –the Diffusion of Information and Telecommunications Technologies and Organizational Changes (ICT-O): Final Report on Phase 1 Data Collected in Japan.'** Charla Griffy-Brown, Chihiro Watanabe, and Masakazu Katsumoto. *European Commission, Joint Research Centre, Institute for Prospective Technological Studies*, Seville, January 1998.

### GRANTS

- SAP University Alliance Grant, use of remaining funds for work entitled, “SME Technology trends in the Asia-Pacific Focusing on Mobile Technologies and ERP/Web Applications,” 2006-2008.
- Pepperdine University – Graziadio School of Business & Mgt. Funds for Excellence, “Investigating the Role of Information Systems in the Los Angeles Latin American Businesses Community” with Granados, 2006-2007 academic year
- Pepperdine University – Graziadio School of Business & Mgt. Funds for Excellence, “Determining the Optimal Marketing Resource Deployment Strategy for a Church,” with McMahan, 2006-2007 academic year.
- *Pepperdine Voyager/Lilly Grant* 2004-2005
- *Rothschild Research Endowment* 2005-2006
- *Ministry of Education, Japan Grant* 2002-2003
- *Pepperdine University – Graziadio School of Business Funds for Excellence* 2004-2010
  - Chun, M & Griffy-Brown, C. “Understanding the Changing Role of the Public Sector CIO and Equipping Them to Meet the Challenges of the 21<sup>st</sup> Century” 2009-2010.
  - McMahan, D & Griffy-Brown, C. “Determining an effective and affordable search engine marketing strategy for nonprofits,” 2007-2008.

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## Graziadio School of Business and Management

- Chun, M & Griffy-Brown, C. “*Case Study Writing and Implementation,*” 2004–2005.
- Chun, M & Griffy-Brown, C. “*Implementing Web-Based Portals at American Honda Motor Corporation,*” 2003 – 2004.

### PROFESSIONAL SERVICE

2004-present	<b>Editorial Board</b> , Technovation – The International Journal of Technological Innovation, Entrepreneurship and Technology Management
2002-present	<b>Editorial Board</b> , The Journal of Services Research
2001-present	<b>Editorial Board</b> Reviewer for the International Journal of Technology Management
2000-present	Member, Beta Gamma Sigma Honor Society
2002-2006	<b>Editorial Reviewer</b> for Issues in Information Systems Journal
2004-2006	<b>Editorial Reviewer</b> for International Journal for Information and Technology Management
2005-2006	<b>Conference Session Reviewer</b> , American Conference on Information Systems
2003- 2005	<b>Conference Session Reviewer</b> , International Association for Management of Technology
2003-present	<b>Member Association of Information Systems</b>
2003-present	<b>Member International Association for the Management of Technology</b>
2003-2006	<b>Member International Association of Computer Information Systems</b>
2003-present	<b>Member Computer Security Institute</b>
2003-present	<b>Member Fulbright Association</b>
2002-present	<b>Textbook Reviewer for Prentice Hall</b>
2002	Chaired and organized international technical meetings on technology and the transformation of business practice with the International Institute of Applied Systems Analysis in Vienna and the Tokyo Institute of Technology (Funded by the Japanese Ministry of Education)
2003-2004	Active member of the Education Committee, International Association for Management of Technology
2005	Assisted Center for Research and Development Strategy (CRDS), Japan Science and Technology Agency (JST) with Ministry of Education Report on the US National Innovation Initiative - acknowledged in report to Minister of Education, Japanese Diet
1999- 2004	<b>Editor-in-Chief, Graziadio Business Report.</b> Responsible for expanding and raising the quality of the quarterly electronic journal published by the Graziadio School of Business and Management, Pepperdine University including the annual print edition.
1999-2000	<b>Co-editor of a special edition of the International Journal of Technology Management</b> entitled, <i>R&amp;D, Technology Spillovers and ‘Netroprenuership’: The Changing Dynamics of Techno-economic Systems Beyond 2000</i>
1999-2000	<b>East Asian Network 21 (EA21) Online.</b> Responsible for the development of the EA21 online-network currently supported by the Japanese government as well as assist in the conceptualisation and production of the annual publication and meetings.
1997-2002	<b>Fujitsu Research Institute</b>