

**EMMANUEL T. KODZI Jr.**

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**EDUCATION**

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**Postdoctoral Certificate** University of Florida, 2011

*AACSB-certified in International Business and Entrepreneurship*

**PhD** Purdue University, 2006

*Dissertation: Mass Customization as a framework for Manufacturing Transformations in the US Furniture Industry*  
Postdoctoral Fellow, Global Supply Chain Management Initiative, Purdue University

**MBA** University of Ghana, 2004

*Dissertation: Debt Financing in Publicly-Owned Manufacturing Companies*

**MS** Kwame Nkrumah University of Science & Technology, Ghana and  
Technical University of Braunschweig, Germany, 1996

**BS** Kwame Nkrumah University of Science & Technology, Ghana, 1992

**PROFESSIONAL EXPERIENCE**

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**Senior Lecturer**, Operations and Supply Chain Management

[GORDON INSTITUTE OF BUSINESS SCIENCE](#), UNIVERSITY OF PRETORIA, SOUTH AFRICA, 2011 – present

**Visiting Professor**, Operations and Supply Chain Management

GORDON INSTITUTE OF BUSINESS SCIENCE, UNIVERSITY OF PRETORIA, SOUTH AFRICA, 2010 – 2011

[GHANA INSTITUTE OF MANAGEMENT](#) AND PUBLIC ADMINISTRATION, GHANA, 2011 - present

**Senior Lecturer**, Operations Management; **MBA Academic Director**

[STRATHMORE BUSINESS SCHOOL](#), STRATHMORE UNIVERSITY, KENYA, 2009 – 2011

**Assistant Professor**, Operations Management

DEPT. OF BUSINESS ADMINISTRATION, [ASHESI UNIVERSITY](#), GHANA, 2008 – 2009

**Research/Teaching Assistant**

PURDUE UNIVERSITY, INDIANA, 2004 – 2006

**Chief Executive Officer**

TERRAVYNE WOODCRAFT, GHANA, 1997 – 2004

**Production Manager**

PEEWOOD PROCESSING LTD., GHANA, 1996 – 1997

**COURSES TAUGHT**

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**MBA/Executive MBA:** Operations Management; Supply Chain Management; Research Methods

**Executive Education:** Operations Management; Supply Chain Management; Analysis of Business Problems;  
Project Management

**Undergraduate:** Operations Management; New Product Development; Design for CNC Manufacturing

## PUBLICATIONS

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- Kodzi, E.T.**, and R. Gazo, 2010. [Operationalizing Mass Customization – A Conceptual Model based on recent studies in Furniture Manufacturing](#), in Frank Piller and Mitchell Tseng (eds) “Making Customer Centricity Work: Advances in Mass Customization and Personalization”. World Scientific Publishing Co., Inc. Hackensack, NJ
- Kodzi, E.T.**, and R. Gazo, 2009. [Resource implications of manufacturer-customer interactions in Mass Customization](#), in P. Germanakos and C. Mourlas (eds) “Mass Customization for Personalized Communication Environments: Integrating Human Factors”. IGI Global, Hershey, PA
- Kodzi, E.T.**, and R. Gazo, 2009. [“Customer readiness for product co-design – perspectives from furniture customization”](#). *Journal of Forest Products Business Research*, Vol 6, No. 6
- Kodzi, E.T.**, T. Lihra, and R. Gazo, 2007. [“Process Transformation Mandates for Manufacturing Customized Furniture”](#), *Journal of Forest Products Business Research*, Vol 4, No. 8
- Kodzi, E.T.**, E. Haviarova, R. Paul and R. Gazo, 2007. [“Effective Student Engagement with Advanced Manufacturing Concepts – a Case Study”](#), *Proceedings of IEEE Frontiers in Education*, 2007
- Kodzi, E.T.**, R. Gazo, and R. P. Vlosky, 2007. [“Commonality of Machine Centers: Opportunities for Product Line Extension”](#), *Forest Products Journal*, Vol 57, No. 5, pp. 41-49
- Kodzi, E.T.** and R. Gazo, 2006. [“Mass Customization in Practice”](#). *Wood Digest*, Vol 37, No. 7, pp. 44-46

## WORKS IN PROGRESS

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- Kodzi, E.T.**, 2011. “To Customize or Standardize a Service: Dilemmas of a growing Enterprise”  
Working paper. Warrington College of Business Administration, University of Florida.
- Kodzi, E.T.**, Mutlu, B., and Tseng, C., 2011. “Operationalizing the links between entrepreneurial activity and economic growth – implications for the Kauffman Index”.  
Working paper. Warrington College of Business Administration, University of Florida.

## FUNDED RESEARCH

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- Conducted [Pharmaceuticals Supply Chain](#) Study on access to antimalarial medication in Ghana - collaborated with Purdue Center for International Business Education and Research (CIBER). Seed funding - **\$3,500** (2009).
- Co-managed [Agribusiness Supply Chain](#) Gap Analysis in North Central Indiana (14 counties) to inform workforce development strategy - work completed under the Workforce Innovation in Regional Economic Development (WIRED) of the US Department of Labor. Grant funding - **\$85,000**, (2007).
- Investigated [Levers of Competitiveness](#) for manufacturers in Indiana - collaborated with Katz, Sapper & Miller Group, Indiana Manufacturers’ Association, and Purdue Center for Advanced Manufacturing. Grant funding - **\$15,000**, (2007).

#### SELECTED CONFERENCE PRESENTATIONS

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- Kodzi, E. T.**, 2011. "A business model approach to moderating the patient-customer dichotomy in healthcare delivery", *4<sup>th</sup> Global Health Supply Chain Summit*, Los Angeles, CA
- Mutlu, B., **E. T. Kodzi**, & C. Tseng, 2011 "Opportunities and Challenges of Emerging Wind Energy Markets: The Case of Brazil, China, South Africa, and Turkey", *2011 Annual Conference of the Academy of International Business - SE.*, Orlando, FL
- Kodzi, E.T.**, A. Iyer, and I. Kodzi, 2009. "Healthy Supply Chains for Healthy Communities", *Proceedings, Global Supply Chain Management Conference*, West Lafayette, IN
- Kodzi, E. T.**, and A. Iyer, 2008. "Exploring drivers of manufacturing performance – an Indiana Study", *Annual Global Conference of Council for Supply Chain Management Professionals*, Denver, CO
- Kodzi, E.T.**, and R. Gazo, 2007. "A Study of Mode-specific Interactions between customers and manufacturing systems in Mass Customization", *Proceedings, World Congress on Mass Customization*, Cambridge, MA
- Kodzi, E.T.**, A. Iyer, and M. Pilotte, 2007. "Indiana Manufacturing Competitiveness", *Proceedings, 2007 Fall Operations Conference*, Dauch Center for the Management of Manufacturing Enterprises, W. Lafayette, IN
- Kodzi, E. T.**, and R. Gazo., 2007. "Causal Paths in the Mass Customization-Competitiveness Relationship". *Paper presented at 61<sup>st</sup> International Convention of the Forest Products Society*. Knoxville, TN
- Kodzi, E.T.** and R. Gazo, 2006. "Mediating Variables between Mass Customization and Competitiveness". *Paper presented at 60<sup>th</sup> International Convention of the Forest Products Society*, Newport Beach, CA
- Kodzi, E.T.**, R. Gazo, and R. P. Vlosky, 2006. "Equipment Utilization Disparities – A Case For Reviewing Capital Investments in Wood Products Manufacturing", *Proceedings, 5th Advanced Manufacturing Summit*, Center for Advanced Manufacturing, West Lafayette, IN
- Gazo, R., H. Quesada, and **E. T. Kodzi**, 2005. "Furniture Manufacturing – An Indiana Industry in Need of Global Competitiveness". *Proceedings, 2007 Fall Operations Conference*, Dauch Center for the Management of Manufacturing Enterprises, Purdue University, West Lafayette, IN
- Kodzi, E.T.**, 2003. "Sourcing Timber for Building and Construction in Ghana – Perspectives of the Buyer and End-user". *Paper presented at 1st International Building and Construction Exhibition*, Accra, Ghana

#### ACADEMIC HONORS

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- Swain Award** for "leadership, scholastic achievement, and potential for success", Purdue University, 2006
- Graduate Teacher Certificate**, Center for Instructional Excellence, Purdue University, 2006

## OUTREACH/CONSULTING

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Program Design Consultant for [i4-Africa](#) MBA Course, The Ohio State University, USA, 2011

Process Consultant and Executive Trainer for \$8.5m Communications Engineering Services Business, Kenya, 2010

Team Leader for Curriculum Review Process at Strathmore Business School, Kenya, 2010

Industry collaboration consultant analyzing level of engagement between industry and training institutions for Technical and Vocational Education (TVET) in Ghana, and recommending mechanisms for coordinating TVET to expand demand-driven skills development. The World Bank, 2008

Proposal evaluator for customization initiative of US Department of Agriculture under the Small Business Innovation Research Program, aimed at enhancing private sector competitiveness, 2007

Product development consultant creating and implementing technical design combinations to optimize design reliability and productivity for the SimpleFurniture Company, IN, 2006

Workshop facilitator for Dubois County Area Development Corporation in sessions to evaluate transformational business models with industry leaders and development partners in Southern Indiana, 2006

Process consultant analyzing impact of process transformations on financial performance, and recommending customization-enabling improvements for Vogel Wood Products, WI, 2006

Private sector consultant on sustainable development for marketing project in the UK. Ghana Government, 2003

External Examiner/Moderator for Higher National Diploma in Furniture Design and Production, Accra Polytechnic, Ghana, 2002-4