

---

**BIBLIOGRAPHY**

# **[BIBLIOGRAPHY] Towards a Multidisciplinary Intermodal Trade-Transportation Data-Sharing and Knowledge Exchange Network**

**Alain Dudoit, Molivann Panot & Thierry Warin**

**Contents**

<b>1</b>	<b>REFERENCES</b>	<b>2</b>
<b>2</b>	<b>WEBSITES</b>	<b>25</b>
2.1	CANADA . . . . .	25
2.2	UNITED STATES . . . . .	26
2.3	EUROPE . . . . .	26
2.4	INTERNATIONAL ORGANIZATIONS . . . . .	27

## 1 | REFERENCES

A Smarter Approach to Supply Chain. (2016). CFO PUBLISHING, 15.

Aaser, M., Kanagasabai, K., Roth, M., & Tavakoli, A. (2020, novembre). Four ways to accelerate the creation of data ecosystems. McKinsey Analytics, 7.

Aaser, M., & McElhaney, D. (2021, février). Harnessing the power of external data. McKinsey Quarterly, 7.

Advani, S., D'Emidio, T., Esty, S., & Hernandez, K. (s. d.). Solving the customer- experience puzzle: A guidebook for government leaders. 10.

Alicke, K., Glatzel, C., Karlsson, P.-M., & Hoberg, K. (2016, février 16). Big data and the supply chain: The big-supply-chain analytics landscape (Part 1) | McKinsey. McKinsey & Company. <https://www.mckinsey.com/business-function/s/operations/our-insights/big-data-and-the-supply-chain-the-big-supply-chain-analytics-landscape-part-1>

Aljohani, K., & Thompson, R. G. (2016). Impacts of logistics sprawl on the urban environment and logistics: Taxonomy and review of literature. *Journal of Transport Geography*, 57, 255-263. <https://doi.org/10.1016/j.jtrangeo.2016.08.009>

Altman, E. J., Kiron, D., Schwartz, J., & Jones, R. (2021). The Future of Work Is Through Workforce Ecosystems. *MIT Sloan Management Review*, 11.

Alvarez, J., Krznar, I., & Tombe, T. (2019). Internal Trade in Canada: Case for Liberalization [IMF Working Papers]. IMF. <https://www.imf.org/en/Publications/WP/Issues/2019/07/22/Internal-Trade-in-Canada-Case-for-Liberalization-47100>

Anand, A. (s. d.). Plan ministériel 2020-2021. Services publics et Approvisionnement Canada.

Anderson, B., Cammeraat, E., Dechezleprêtre, A., Dressler, L., Gonne, N., Lalanne, G., Martins Guilhoto, J., & Theodoropoulos, K. (2021). Policies for a Climate Neutral Industry: Lessons from the Netherlands (OECD Science, Technology and Industry Policy Papers No 108). OECD Publishing. <https://www.oecd.org/netherlands/policies-for-a-climate-neutral-industry-a3a1f953-en.htm>

Anderson, J., Rainie, L., & Vogels, E. A. (2021). Experts Say the 'New Normal' in 2025 Will Be Far More Tech-Driven, Presenting More Big Challenges. Pew Research Center.

Annual Freight Insights Report—An analysis of 2020 based on data from Convoy's digital freight network (p. 15). (s. d.). Convoy.

Antunes, P. (2021, avril 20). Budget 2021—A Big Bet On Future Growth.pdf. The Conference Board of Canada. <https://www.conferenceboard.ca/insights/featured/canadian-economics/budget-2021-a-big-bet-on-future-growth#:~:text=Finance%20Minister%20Christia%20Freeland's%20inaugural,education%20over%20the%20long%20term>

Atkinson, R. D., & Whisman, J. (2020). Podcast: Global Supply Chains Under Pressure, With Willy Shih. Information Technology & Innovation Foundation. <https://itif.org/publications/2020/05/05/podcast-global-supply-chains-under-pressure-willy-shih>

Aubert, B. A., De Marcellis-Warin, N., & Warin, T. (2021, January 13). Science des données, réseaux sociaux et politiques publiques. (No2020CH-11). Le Québec Économique. CIRANO. <https://www.cirano.qc.ca/fr/sommaires/2020>

## CH-11

Auger, M. (s. d.). Service d'information et de recherche parlementaires. 40.

Awwad, M., Kulkarni, P., Bapna, R., & Marathe, A. (2018). Big Data Analytics in Supply Chain: A Literature Review. 8.

Baier, J., Barybkina, E., Beauchene, V., Goel, S., Lovich, D., & Lyle, E. (s. d.). Why You Need a New Approach to Learning. BCG.

Balster, A., Hansen, O., Friedrich, H., & Ludwig, A. (2020). An ETA Prediction Model for Intermodal Transport Networks Based on Machine Learning. *Business & Information Systems Engineering*, 62(5), 403-416. <https://doi.org/10.1007/s12599-020-00653-0>

Baumgartner, T., Malik, Y., & Padhi, A. (2020, août). Reimagining industrial supply chains. McKinsey & Company, 8.

BCG (2021). How to Shape a Better Future. <https://www.bcg.com/en-ca/featured-insights/how-to/shaping-a-better-future>

Becha, H., Frazier, T., Hemeleers, R., Larsen, S. E., Minary, B., Simha, A., & Voorspuij, J. (2020, octobre 7). Intermodal Supply Chain Facilitation through Adoption and Implementation of International Communications Standards. 51Biz-PPMB Luxembourg. <https://www.51biz.lu/content/intermodal-supply-chain-facilitation-through-adoption-and-implementation-international>

Benessaïeh, K. (2021, février 16). La montréalaise Spark veut vous débarrasser du Bluetooth. La Presse.

Benitez, R., Fernandez, M., O'Connell, D., Trueman, C., & Sheth, P. (2020). Gartner Magic Quadrant for Unified Communications as a Service, Worldwide. Gartner.

Bernard, C., Langlois, F., Somers, K., & Valentine, P. (2016). Big Data Profile in Québec. Montreal International.

Bhatnagar, A., Modi, S., Powers, B., von Szczepanski, K., & Tang, T. (2021). BCG's Digital Ecosystem Accelerator Kick-Starts Platform Strategies. BCG.

Bibliothèque du parlement. (2020). Commerce et investissement—Ontario (2020-509-F).

Bibliothèque du parlement. (2020). Commerce et investissement—Québec (2020-510-F).

Bibliothèque du parlement. Les changements climatiques: Leurs répercussions et leur incidence sur les politiques—Étude générale (2019-46-F). (2020).

Bibliothèque du Parlement. (2020). Les organismes d'approvisionnement en matière de défense dans le monde : Comparaison (2019-52-F; p. 35).

Bilefield, J., & Seitz, B. (2016, avril). Digital transformation the three steps to success. McKinsey & Company.

Bisson, Christophe, and Thierry Warin. 2020. "Data Science and Strategic Complexity." In 2020 IEEE International Conference on Technology Management, Operations and Decisions (ICTMOD), 1–6. <https://doi.org/10.1109/ICTMOD49425.2020.9380587>.

Bisson, P., Kirkland, R., & Stephenson, E. (s. d.). The great rebalancing. McKinsey Quarterly, 7.

Bisson, P., Stephenson, E., & Viguier, S. P. (2010, juin). Global forces An introduction. McKinsey Quarterly, 4.

Blum, P., Helmcke, S., Heuss, R., Hundertmark, T., Marlier, S., Pinner, D., & Somers, K. (2021, avril 13). Net-zero or bust Beating the abatement cost curve for growth. McKinsey & Company. <https://www.mckinsey.com/business-functions/operations/our-insights/net-zero-or-bust-beating-the-abatement-cost-curve-for-growth>

Blumberg, S., Machado, J., Soller, H., & Tavakoli, A. (2021). Breaking through data-architecture gridlock to scale AI. McKinsey Technology, 7.

Bond, S., & Ellis, S. (2020). Managed Services for Complex Integration. Opentext.

Bonen, T., & Oschinski, M. (s. d.). Mapping Canada's training ecosystem (No 117). <https://soundcloud.com/irpp>

Braceras, C. M. (2020). Embracing the future of transportation. TR News.

Brown, S., Gandhi, D., Herring, L., & Puri, A. (2019). The analytics academy Bridging the gap between human and artificial intelligence (p. 9). McKinsey Quarterly.

Brownell, V., & Chui, M. (2016, février). The growing potential of quantum computing. McKinsey Global Institute.

Brunekreef, H., & Pournader, M. (2018). Supply Chain Big Data Series – Part 1 (p. 16). KPMG Australia & Macquarie Graduate School of Management. <https://assets.kpmg/content/dam/kpmg/au/pdf/2017/big-data-shaping-supply-chains-of-tomorrow.pdf>

Brynjolfsson, E. (2020, septembre 12). The AI awakening What does it mean for the economy?

Buchhorn-Roth, M. (2017, janvier 2). Open data changes intermodal logistics. Combined Transport Magazine. <https://combined-transport.eu/open-data>

Buckingham, M. (2021, mars 1). The Top 10 Findings on Resilience and Engagement. MIT Sloan Management Review.

Bughin, J., Lund, S., & Manyika, J. (2016, mai). Five priorities for competing in an era of digital globalization. McKinsey Quarterly.

Bughin, J., Manyika, J., & Woetzel, J. (2016). The age of analytics Competing in a data-driven world. McKinsey & Company.

Bughin, J., Hazan, E., Lund, S., Dahlström, P., Wiesinger, A., & Subramaniam, A. (2018). Skill Shift Automation and the Future of the Workforce [Discussion Paper]. McKinsey & Company. <https://www.mckinsey.com/~media/McKinsey/Industries/Public%20and%20Social%20Sector/Our%20Insights/Skill%20shift%20Automation%20and%20the%20future%20of%20the%20workforce/MGI-Skill-Shift-Automation-and-future-of-the-workforce-May-2018.pdf>

Building more resilient value chains after the COVID-19 crisis. (2020, août 12). <https://www.mckinsey.com/about-us/covid-response-center/leadership-mindsets/webinars/building-more-resilient-value-chains-after-the-covid-19-crisis>

Building Resilient, Future-Proof Supply Chains. (2021). Logistics Management.

Burchardt, J., Frédeau, M., Hadfield, M., Herhold, P., O'Brien, C., Pieper, C., & Weise, D. (2021, Janvier 26). Supply Chains as a Game-Changer in the Fight Against Climate Change. BCG. [https://www.bcg.com/publications/2021/fighting-climate-change-with-supply-chain-decarbonization?utm\\_medium=Email&utm\\_source=esp&utm\\_campaign=none&utm\\_description=top10&utm\\_topic=none&utm\\_geo=global&utm\\_content=202104Q1&utm\\_usertoken=CRM\\_305c346c4650497b2f8451334bafd8360ab5654a](https://www.bcg.com/publications/2021/fighting-climate-change-with-supply-chain-decarbonization?utm_medium=Email&utm_source=esp&utm_campaign=none&utm_description=top10&utm_topic=none&utm_geo=global&utm_content=202104Q1&utm_usertoken=CRM_305c346c4650497b2f8451334bafd8360ab5654a)

Bureau Veritas and OPTEL partner together to launch V-TRACE, a complete and assured traceability solution for COVID-19 vaccines along the whole supply chain. (2021).

Burri, M. (2020). How Should the WTO Respond to the Data-driven Economy? Centre for International Governance Innovation. <https://www.cigionline.org/articles/how-should-wto-respond-data-driven-economy>

Business Council of Canada. (2020). Data Driven Canada's economic opportunity. Business Council of Canada. <https://thebusinesscouncil.ca/report/data-driven/>

Cadre d'analyse Complémentarité stratégique potentielle entre une sélection d'organismes fédéraux et CIRANO. (s. d.).

Candelon, F., Russo, M., Charme di Carlo, R., Feng, T., & El Bedraoui, H. (2020). Europe Needs a Smarter, Simpler Data Strategy. BCG, 8.

Candelon, F., Russo, M., di Carlo, R. C., Bedraoui, H. E., & Feng, T. (2020). Simple Governance for Data Ecosystems. BCG, 7.

Caporal, J., & Reinsch, W. (2021). Toward a Climate-Driven Trade Agenda (p. 43). Center for Strategic and International Studies (CSIS).

Carrière-Swallow, Y., & Haksar, V. (2021). Let's build a better data economy. 4.

CASD. (2018). Convention constitutive—Groupement d'intérêt public CASD. [https://www.casd.eu/wp/wp-content/uploads/CASD-conv-const-20181008\\_V3.00\\_signee.pdf](https://www.casd.eu/wp/wp-content/uploads/CASD-conv-const-20181008_V3.00_signee.pdf)

Cassim, Z., Handjiski, B., Schubert, J., & Zouaoui, Y. (2020). The \$10 trillion rescue How governments can deliver impact (p. 13). McKinsey & Company.

Castro, D., & McLaughlin, M. (2021). Who Is Winning the AI Race China, the EU or the United States ? 2021 Update. Center for Data Innovation. <https://datainnovation.org/2019/08/who-is-winning-the-ai-race-china-the-eu-or-the-united-states/>

Catlin, T., Lorenz, J.-T., Sternfels, B., & Willmott, P. (2017). A roadmap for a digital transformation. McKinsey & Company.

Center for International Governance Innovation. (2018). A National Data Strategy for Canada: Key Elements and Policy Considerations (CIGI Papers No. 160). Center for International Governance Innovation. <https://www.cigionline.org/publications/national-data-strategy-canada-key-elements-and-policy-considerations>

Chansirik, C. (2021). Quantifying Transportation Costs for International Trade. Center for Data Innovation.

Chehbi-Gamoura, S., Derrouiche, R., Damand, D., & Barth, M. (2020). Insights from Big Data Analytics in supply chain management: An all-inclusive literature review using the SCOR model. *Production Planning & Control*, 31(5), 355-382. <https://doi.org/10.1080/09537287.2019.1639839>

Checinski, M., Dillon, R., Hieronimus, S., & Klier, J. (2019, mars). Putting people at the heart of public-sector transformations. McKinsey & Company, 9.

Chivot, E. (2019). Event Recap: Where European AI Strategies Stand, and Where They Are Headed. Center for Data Innovation.

Choosing Canada's Automotive Future. (2021). The Council of Canadian Academies.

Christensen, I., Kasparian, J., Leow, D., Benson, L., King, J., Karl, C., Kutadinata, R., Davy, S., Elphick-Darling, R., Rashidi, T., Ardeshiri, A., Hine, D., Irannezhad, E., Hudson, N., Ethell, A., Dickson, I., & Branigan, J. (2018). Freight Data Requirements Study (p. 94) [A Research Report for the Department of Infrastructure, Regional Development and Cities]. iMOVE. <https://imovecrc.com/wp-content/uploads/2019/04/Freight-Data-Requirements-Study-Final-Report.pdf>

Ciuriak, D. (2020). Economic Rents and the Contours of Conflict in the Data-driven Economy. Centre for International Governance Innovation.

Climate Change: Its Impact and Policy Implication (2019-46-E). (2020). Library of Parliament.

Cohen, J., & Fontaine, R. (2020). Uniting the Techno-Democracies—How to Build Digital Cooperation. Foreign Affairs.

Comment moderniser la gestion de votre relation client? (2019, septembre 11). eFrontech. <https://efrontech.com/moderniser-gestion-relation-client/>

Comments on the International Joint Commission's Proposed Plan 2014. (2013). The St. Lawrence Seaway Management Corporation.

Committee for Review of Innovative Urban Mobility Services, Policy Studies, Transportation Research Board, & National Academies of Sciences, Engineering, and Medicine. (2016). Between Public and Private Mobility: Examining the Rise of Technology-Enabled Transportation Services (p. 21875). Transportation Research Board. <https://doi.org/10.17226/21875>

Communication de la Commission au Parlement européen, au Conseil, au Comité économique et social européen et au comité des régions—Vers un espace européen commun des données (SWD(2018) 125 final). (2018). Commission Européenne.

Communication from the Commission to the European Parliament, the European Council, the Council, the European Economic and Social Committee and the

Committee of the Regions—Coordinated Plan on Artificial Intelligence (COM(2018) 795 final). (2018).

Communication de la Commission au Parlement européen, au Conseil, au Comité économique et social européen et au Comité des régions: «Vers un espace européen commun des données», Pub. L. No. COM/2018/232 final (2018). <https://eur-lex.europa.eu/legal-content/FR/TXT/?uri=CELEX%3A52018DC0232>

Communication from the Commission to the European Parliament, the Council, the European Economic and Social Committee, and the Committee of the Regions—A European Strategy for Data, Pub. L. No. COM/2020/66 final (2020). <https://eur-lex.europa.eu/legal-content/EN/TXT/?uri=CELEX%3A52020DC0066>

Comtois, C., & Slack, B. (2016). Étude économique régionales des impacts et de l'adaptation liés aux changements climatiques sur le fleuve Saint-Laurent- le transport maritime.pdf. CIRRELT, Université de Montréal. [https://www.ou-ranos.ca/publication-scientifique/ACA-GLSL\\_transport-maritime\\_VF.pdf](https://www.ou-ranos.ca/publication-scientifique/ACA-GLSL_transport-maritime_VF.pdf)

Comtois, C., Slack, B. (2018) «Port modernization review,» Report to Transport Canada. Ottawa: Transport Canada. [https://tc.canada.ca/sites/default/files/migrated/acpa\\_ports\\_modernization\\_review\\_final\\_eng\\_2019.pdf](https://tc.canada.ca/sites/default/files/migrated/acpa_ports_modernization_review_final_eng_2019.pdf)

- The Conference Board of Canada. (2021, January 12). Recovery Rests on Vaccine Rollout: Canada's Two-Year Outlook – January 2021. <https://www.conferenceboard.ca/e-library/abstract.aspx?did=10963>
- Connecting Remote Communities – Summary and Conclusions (ITF Roundtable). (2021). OECD Publishing.
- Corridor de commerce Saint-Laurent Grands Lacs – Voie d'accès à la prospérité économique. (2013). Groupe IBI.
- Coulombe, P. G., Leroux, M., Stevanovic, D., & Surprenant, S. (2019). How is Machine Learning Useful for Macroeconomic Forecasting? (No 2019s 22). CIRANO. <https://cirano.qc.ca/files/publications/2019s-22.pdf>
- Council of Canadian Academies. (2018). Competing in a Global Innovation Economy: The Current State of R&D in Canada. Ottawa (ON): Expert Panel on the State of Science and Technology and Industrial Research and Development in Canada, Council of Canadian Academies. [https://www.cca-reports.ca/wp-content/uploads/2018/09/Competing\\_in\\_a\\_Global\\_Innovation\\_Economy\\_FullReport\\_EN.pdf](https://www.cca-reports.ca/wp-content/uploads/2018/09/Competing_in_a_Global_Innovation_Economy_FullReport_EN.pdf)
- COVID-19 and global value chains: Policy options to build more resilient production networks (OECD Policy Responses to Coronavirus (COVID-19)). (2020). [OECD Policy Responses to Coronavirus (COVID-19)]. <https://doi.org/10.1787/04934ef4-en>
- COVID-19 and international trade Issues and actions (p. 12). (2020). OECD.
- COVID-19 Risks Outlook—A Preliminary Mapping and Its Implications. (2020). World Economic Forum.
- Cowan, P., & Hinton, J. (2018). Intellectual property and artificial intelligence: What does the future hold? *Iam*, 6.
- Cramer, D., Hirscher, J., Scherf, G., & Smit, S. (2019, juillet). From promise to delivery: Overcoming the strategy problem in the public sector. McKinsey & Company, 11.
- Crawford, K., Dobbe, R., Dryer, T., Fried, G., Green, B., Kaziunas, E., Kak, A., Mathur, V., McElroy, E., Sánchez, A. N., Raji, D., Rankin, J. L., Richardson, R., Schultz, J., West, S. M., & Whittaker, M. (2019). AI NOW 2019 Report. 100.
- Creutzberg, T., Woo, J., Rowsell, J., Bennett, A., Ivanovich, M., Lukich, V., Downe, M., & Macpherson, E. (s. d.). Choosing Canada's Automotive Future. The Council of Canadian Academies, 233.
- Cunningham, S., Davis, J., & Dohrmann, T. (2018). The trillion-dollar prize: Plugging government revenue leaks with advanced analytics. McKinsey & Company, 9.
- Cunningham, S., McMillan, M., O'Rourke, S., & Schweikert, E. (2018). Cracking down on government fraud with data analytics. McKinsey & Company, 8.
- Dablanc, L., Giuliano, G., Holliday, K., & O'Brien, T. (2013). Best Practices in Urban Freight Management: Lessons from an International Survey. TRB, Transportation Research Record, 23.
- Daly, E., Riese, J., & Singham, S. (2015). Public Sector The delivery challenge: A systematic approach to achieving breakthrough impact (p. 12). McKinsey & Company.
- Daly, E., & Singham, S. (2012). Delivery 2.0: The new challenge for governments. McKinsey & Company.
- Daniel, C., Bollyky, B., Desalm, B., Gopalka, A., Watt, L., Rajagopalan, M., Gomathinayagam, A., & Chin, V. (2021). Recasting Government in the Wake of COVID-19. BCG, 7.

Dara-Abrams, D. & Interline Technologies LLC. (2020). Transit IDEA Program: An Open Platform for Transit Agencies to Improve the Quality of Their Real-Time Data. Transportation Research Board.

Darby, C., & Sewall, S. (2021, Avril). The Innovation Wars America's Eroding Technological Advantage. Foreign Affairs. Data Driven—Canada's economic opportunity. (2020). Business Council of Canada.

D'Auria, G., De Smet, A., Gagnon, C., Goran, J., Maor, D., & Steele, R. (2020, mai). Reimagining the post-pandemic organization. McKinsey Quarterly.

D'Auria, G., & Smet, A. D. (2020, mars). Leadership in a crisis: Responding to the coronavirus outbreak and future challenges. McKinsey & Company, 6.

De Langhe, B., & Puntoni, S. (2020a, décembre 7). Leading With Decision-Driven Data Analytics. MIT Sloan Management Review, 6.

Delivering for Citizens—How to Triple the Success Rate of Government Transformations. (2018). The McKinsey Center for Government.

De Marcellis-Warin, N. D., Favre, S., Peignier, I., & Trépanier, M. (2006). Revue des réglementations applicables au stockage et au transport des matières dangereuses au Québec (Project Report No 2006RP-11). CIRANO. <https://cirano.qc.ca/files/publications/2006RP-11.pdf>

De Marcellis-Warin, N., Leroux, M.-H., Peignier, I., & Trépanier, M. (2006). Revue et analyse des bases de données canadiennes et américaines touchant les accidents durant le transport et le stockage des matières dangereuses (No 2006RP-12). CIRANO. <https://cirano.qc.ca/fr/sommaires/2006RP-12>

De Marcellis-Warin, N., Peignier, I., & Lupan, D. (2007). Évaluation économique des coûts du transport de marchandises et spécificités du TMD - CIRANO (No 2007RP-12). CIRANO. <https://cirano.qc.ca/fr/sommaires/2007RP-12>

De Marcellis-Warin, N., Peignier, I., Alvarez, P., Trépanier, M., & Leroux, M.-H. (2008). Portrait des activités de stockage et de transport liées aux matières dangereuses (No 2008RP-04). CIRANO. <https://cirano.qc.ca/fr/sommaires/2008RP-04>

De Marcellis-Warin, N., Warin, T., Peignier, I., Hamzaoui, N., & Bélizaire, A. (2009). Analyse socio-économique des secteurs industriels fabriquant, utilisant ou transportant des matières dangereuses au Québec (No 2009RP-06). CIRANO. <https://cirano.qc.ca/fr/sommaires/2009RP-06>

De Marcellis-Warin, N., Peignier, I., & Warin, T. (2010). Priorisation des secteurs industriels fabriquant, utilisant ou important des matières dangereuses au Québec—Fiches sectorielles (No 2010RP-17). CIRANO. <https://cirano.qc.ca/fr/sommaires/2010RP-17>

De Marcellis-Warin, N., Peignier, I., & Trépanier, M. (2011). Enjeux et problématiques associés au transport multimodal de matières dangereuses au Québec (No 2011RP-04). CIRANO. <https://cirano.qc.ca/fr/sommaires/2011RP-04>

De Marcellis-Warin, N., Peignier, I., & Trépanier, M. (2013). Stratégies logistiques et matières dangereuses (2013MO-02). Presses internationales Polytechnique. <https://cirano.qc.ca/fr/sommaires/2013MO-02>

De Marcellis-Warin, Nathalie et Peignier, Ingrid (2018), "Perception des risques au Québec", Baromètre CIRANO. Available at: <https://mondo.international/barometre>



De Serres, A., Jarrett, P., Nielson, J., Pilat, D., Holt, A., Gomes, A., Christiansen, H., Dannequin, T., Mancini, J., Martin, C., Maximiano, R., Patalano, R., Pohl, J., Tadeu, A., Wermelinger, M., Pilichowski, E., Bertok, J., Baubion, C., Lau, E., ... Stryszowski, P. (s. d.). *Fostering Economic Resilience in a World of Open and Integrated Markets: Risks, Vulnerabilities, and Areas for Policy Action* (p. 119) [Report prepared for the 2021 UK Presidency of the G7]. OECD. <https://www.oecd.org/newsroom/OECD-G7-Report-Fostering-Economic-Resilience-in-a-World-of-Open-and-Integrated-Markets.pdf>

Développement économique Canada. (2020). *Développement économique Canada pour les régions du Québec – Près des entreprises, près des régions—Plan ministériel 2020-2021*.

Devillard, S., Sancier, S., Werner, C., Maller, I., & Kossoff, C. (2013). *Gender diversity in top management: Moving corporate culture, moving boundaries*. McKinsey & Company.

Dhasarathy, A., Ghia, A., Griffiths, S., & Wavra, R. (2020). *Accelerating AI impact by taming the data beast*. McKinsey & Company, 6.

Dhasarathy, A., Joyce, M., & McMillan, M. (2021). *The next chapter: Driving technology leadership in the public sector*. McKinsey & Company.

Diaz, A., Rowshankish, K., & Saleh, T. (2018, septembre). *Why data culture matters*. McKinsey Quarterly.

Digital Transport & Logistics Forum. (2018). *Enabling organizations to reap the benefits of data sharing in logistics and supply chains.pdf*. European Commission.

DIOMIS Benchmarking Intermodal Rail Transport in the United States and Europe (p. 107). (2009). International Union of Railways (UIC).

Dobbs, R., Manyika, J., & Woetzel, J. (2015, mai). *How do you govern a disrupted world?* McKinsey Global Institute.

Douglas, M. (s. d.). *Reshaping the Supply Chain: How New Strategies, Goals & Technologies are Altering Supply Chain Operations*. 8.

Dudoit, A. (2020). *COVID-19 Reinventing our Governance and Operating Models—The Turning Point for Canada and Quebec?* (RAPPORT BOURGOGNE No 2020RB-04). CIRANO.

EDC Economics. (2020, April 30). *A bottomless pit?*. Global Economic Outlook. <https://www.edc.ca/content/dam/edc/en/non-premium/global-economic-outlook.pdf>

EDC Economics. (2021, April 1). *The Economic Storm is passing*. Global Economic Outlook. <https://www.edc.ca/content/dam/edc/en/non-premium/global-economic-outlook-april-2021.pdf>

Edelman. (2020). *2020 Edelman Trust Barometer-Spring Update Canada*. [https://www.edelman.ca/sites/g/files/aatuss376/files/2020-05/2020%20Edelman%20Trust%20Barometer%20Spring%20Update%20Canada.pdf?utm\\_source=mailchimp&utm\\_medium=email&utm\\_campaign=covidtrustupdate2020](https://www.edelman.ca/sites/g/files/aatuss376/files/2020-05/2020%20Edelman%20Trust%20Barometer%20Spring%20Update%20Canada.pdf?utm_source=mailchimp&utm_medium=email&utm_campaign=covidtrustupdate2020)

Edelman. (2021). *Edelman Trust Barometer 2021*. <https://www.edelman.ca/trust-barometer/edelman-trust-barometer-2021>

Edwards, F., Szyliowicz, J., Goodrich, D., Medigovich, W., Lange, L., & Anderton, A. (2021). *Surface Transportation Supply Chain Security: Creating a Blueprint for Future Research*. Mineta Transportation Institute. <https://doi.org/10>

.31979/mti.2021.1937

Ellis, S. (2020). Rethinking the supply chain To Enable a More Resilient Business. International Data Corporation.

Emmanuelli, C., Maechler, N., Jain, N., Thomas, A., Malfara, D., Moritz, S., Neher, K., & Nelson, A. (2021). The Next Normal—Reimagining operational resilience—Building future-proof strategies (p. 202). McKinsey & Company.

Enabling organizations to reap the benefits of data sharing in logistics and supply chains. (s. d.). The Digital Transport and Logistics Forum (DTLF).

Environment and Climate Change Canada. (2016). Pan-Canadian Framework on Clean Growth and Climate Change: Canada's plan to address climate change and grow the economy. <http://publications.gc.ca/site/eng/9.828774/publication.html>

Etlinger, S. (2016). The Data-Driven Business- How Industry Leaders Use Data To Create Value. Altimeter Group, 31.

European Commission (2019). A Digital Single Market for the benefit of all Europeans.

European Commission. (2019). Roadmap for Completing the Digital Single Market.

European Commission (2020, February). The European Data Strategy: Shaping Europe's Digital Future.

Évaluation environnementale stratégique (E06-02-1605). (2016). Gouvernement du Québec. Bibliothèque et Archives nationales du Québec, 2016.

Ezell, S. (2020, octobre 26). Digital Trade Growth, Rule-Making, and Supply Chain Resiliency: U.S. and Global Perspectives. 2020 WTO & RTA International Conference, Taipei, Taiwan. <https://itif.org/publications/2020/10/26/digital-trade-growth-rule-making-and-supply-chain-resiliency-us-and-global>

Fagan, T., Gavin, R., Reis, S., & Valdivieso, M. (2018). Advanced analytics can drive the next wave of growth for transportation and logistics companies: McKinsey & Company, 5.

Faraldì, M. (2020). How to Build a Common European Agricultural Data Space [Workshop Report]. The European Commission. <https://ec.europa.eu/digital-single-market/en/news/expert-workshop-common-european-agricultural-data-space-0>

Ferguson, L. (2018, août 9). Halifax Port Authority joins digital global shipping platform. Port of Halifax. <https://www.portofhalifax.ca/halifax-port-authority-joins-digital-global-shipping-platform/>

FEDeRATED. (2019). Summary Minutes of Kick Off – (4th) Consortium Board Meeting. (2019).

Fortin, P. (2021, mars 4). La reprise économique s'en vient. L'actualité.

Frank, K., & Frenette, M. (2021). Are New Technologies Changing the Nature of Work? The Evidence So Far. IRPP Study, 81, 30.

Freeman, O. (s. d.). The Role of AI and Big Data in Modern-Day Logistics. 6.

Fuller, J. B., Raman, M., Palano, J., Bailey, A., Vaduganathan, N., Kaufman, E., Laverdière, R., & Lovett, S. (s. d.). Building the On-Demand Workforce (p. 32). Harvard Business School and BCG.

Game Changers 2021. (s. d.). CB Insights.

- Garon, J.-D., Lalé, É., Mayneris, F., Osotimehin, S., Seguin, C., & Stevanovic, D. (2020). *Réflexions pour la relance du Québec—Productivité de la main-d'œuvre, investissements et mutations du commerce international* (N 2020PR-03). CIRANO. <https://cirano.qc.ca/fr/sommaires/2020PR-03>
- Gartner. (2021). *Cybersecurity Labor Shortage and COVID-19*. Gartner. <https://www.gartner.com/en/human-resources/research/talentneuron/labor-market-trends/cybersecurity-labor-shortage-and-covid-19>
- Garibaldi, M., Hannon, E., Heineke, K., & Shao, E. (s. d.). *Mobility investments in the next normal*. 9.
- Gasiorowski-Denis, E. (2017, septembre 11). *Why intelligent supply chains will rule the world.pdf*. ISO. <https://www.iso.org/news/ref2214.html>
- Geall, S. (2021). *Kick-starting the green recovery in 2021* (p. 22). Chatham House.
- Georgieva, K. (2021, avril 7). *Fostering a Fair Recovery: Opening Remarks for the Spring Meetings Press Conference [Spring Meetings 2021]*. <https://www.imf.org/en/News/Articles/2021/04/07/sp-fostering-a-fair-recovery>
- Gezgin, E., Huang, X., Samal, P., & Silva, I. (2017, novembre). *Digital transformation: Raising supply-chain performance to new levels*. McKinsey & Company, 11.
- Ghia, A., Langstaff, M., Ware, D., & Wavra, B. (2021). *Accelerating data and analytics transformations in the public sector*. McKinsey & Company. <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/accelerating-data-and-analytics-transformations-in-the-public-sector>
- Girard, M. (2021). *A Canadian Framework for Data Reuse* (CIGI Papers No. 251; p. 26). Center for International Governance Innovation. <https://www.cigionline.org/publications/canadian-framework-data-reuse>
- Global Affairs Canada. *Canada's State of Trade 2019*.
- Global Affairs Canada. (2019). *Le point sur le commerce 2019*. (2019).
- Global Affairs Canada. (2021). *Global Affairs Canada Departmental Plan 2021-22*. [https://www.international.gc.ca/gac-amc/publications/plans/dp-pm/dp-pm\\_2021.aspx?lang=eng](https://www.international.gc.ca/gac-amc/publications/plans/dp-pm/dp-pm_2021.aspx?lang=eng)
- Global Intermodal Freight Transportation Market (2020 to 2025)—Growth, Trends, and Forecasts.pdf. ResearchAndMarkets.com. <https://www.globenewswire.com/news-release/2020/12/01/2137278/0/en/Global-Intermodal-Freight-Transportation-Market-2020-to-2025-Growth-Trends-and-Forecasts.html>
- Glodziak, M. (s. d.). *White Paper: Company Culture Counts*. Legacy Supply Chain Services.
- González, A. (2021). *Covid19 and Global Value Chains: What Have We Learned?* Peterson Institute for International Economics (PIIE).
- Governing Transport in the Algorithmic Age (ITF Roundtable). (2019). OECD Publishing.
- Government of Canada. (2018). *Digital Operations Strategic Plan: 2018-2022*. <https://www.canada.ca/en/government/system/digital-government/digital-operations-strategic-plan-2018-2022.html>
- Government of Canada. (s.d.). *Canada's State of Trade 2020—The early impacts of COVID-19 on trade—Office of the Chief Economist*.
- Government of Canada. *Plan stratégique des opérations numériques de 2018 à 2022*. (2019).

Government of Canada. (2021). Budget 2021—A Recovery Plan for Jobs, Growth, and Resilience. <https://www.budget.gc.ca/2021/home-accueil-en.html>

Government du Québec. (2021). Budget 2021-2022 – Quebec is Resilient and Confident (p. 508). [http://www.budget.finances.gouv.qc.ca/budget/2021-2022/en/documents/BudgetSpeech\\_2122.pdf](http://www.budget.finances.gouv.qc.ca/budget/2021-2022/en/documents/BudgetSpeech_2122.pdf)

Government of Ontario. (2021a). 2021 Ontario Budget—Ontario's Action Plan: Protecting People's Health and Our Economy. <https://budget.ontario.ca/2021/contents.html>

Government of Ontario. (2021b). Highlights of Ontario's Action Plan: Protecting People's Health and Our Economy. <https://budget.ontario.ca/2021/highlights.html>

Gunasekaran, A., Papadopoulos, T., Dubey, R., Wamba, S. F., Childe, S. J., Hazen, B., & Akter, S. (2017). Big data and predictive analytics for supply chain and organizational performance. *Journal of Business Research*, 70, 308–317. <https://doi.org/10.1016/j.jbusres.2016.08.004>

Gyorey, T., Jochim, M., & Norton, S. (2010). The challenges ahead for supply chains (McKinsey Global Survey results). McKinsey & Company.

Hadaya, P., & Gagnon, B. (2021). Formuler une stratégie, le principal facteur de succès: *Gestion*, Vol. 46(1). <https://doi.org/10.3917/riges.461.0034>

Hall, P. (2021). Global Economic Outlook—Global Outlook: Hope Deferred. EDC Economics.

Handscomb, C., Mahadevan, D., Schor, L., Sieberer, M., Naidoo, E., & Srinivasan, S. (2020). An operating model for the next normal: Lessons from agile organizations in the crisis. McKinsey & Company, 7.

Harrison, F. D., Duke, W., Eldred, J., Pack, M., Ivanov, N., Crosset, J., Chan, L., National Cooperative Highway Research Program, Transportation Research Board, National Academies of Sciences, Engineering, and Medicine, & National Academies of Sciences. (2019). *Management and Use of Data for Transportation Performance Management: Guide for Practitioners*. The National Academies Press, 151.

Henke, N., & Kaka, N. (2018). Analytics comes of age. McKinsey Analytics.

Hoerl, R. W., Kuonen, D., & Redman, T. C. (2020, octobre 22). To Succeed With Data Science, First Build the 'Bridge.' *MIT Sloan Management Review*, 5.

Hooijberg, R., & Watkins, M. (2021, février 9). The Future of Team Leadership Is Multimodal. *MIT Sloan Management Review*.

How data-driven policing threatens human freedom. (2018). *The Economist*.

Hu, M., & Monahan, S. T. (2014, avril 15). Sharing Supply Chain Data in the Digital Era. *MIT Sloan Management Review*, Magazine Fall 2015.

Hürtgen, H., & Mohr, N. (2018). Achieving business impact with data. McKinsey & Company, 9.

IDAN. (2020). IDAN Collaboration Understanding—2020. [https://idan.network/wp-content/uploads/2020/02/IDAN\\_Collaboration-Understanding\\_2020.pdf](https://idan.network/wp-content/uploads/2020/02/IDAN_Collaboration-Understanding_2020.pdf)

IFP. (2018, novembre 13). 5 Data Quality Problems and their Solutions. IFP - Insights For Professionals. <https://www.insightsforprofessionals.com/it/storage/data-quality-problems-solutions>

IMF (2021, April). World Economic Outlook – Managing Divergent Recoveries. <https://www.imf.org/en/Publications/WEO/Issues/2021/03/23/world-economic-outlook-april-2021>

Industry Strategy Council. (2020, October). Restart, Recover and Reimagine prosperity for all Canadians: An ambitious growth plan for building a digital, sustainable and innovative economy. [https://www.ic.gc.ca/eic/site/062.nsf/vwapj/00118a\\_en.pdf/\\$file/00118a\\_en.pdf](https://www.ic.gc.ca/eic/site/062.nsf/vwapj/00118a_en.pdf/$file/00118a_en.pdf)

Innovation, Science and Economic Development Canada. (2019, November). Key Small Business Statistics. [https://www.ic.gc.ca/eic/site/061.nsf/vwapj/KSBS\\_Nov-2019\\_En\\_Final\\_5.pdf/\\$file/KSBS\\_Nov-2019\\_En\\_Final\\_5.pdf](https://www.ic.gc.ca/eic/site/061.nsf/vwapj/KSBS_Nov-2019_En_Final_5.pdf/$file/KSBS_Nov-2019_En_Final_5.pdf)

Ivanov, D., Dolgui, A., & Sokolov, B. (2019). The impact of digital technology and Industry 4.0 on the ripple effect and supply chain risk analytics. *International Journal of Production Research*, 57(3), 829–846. <https://doi.org/10.1080/00207543.2018.1488086>

Joglekar, N., & Phadnis, S. (2020). Accelerating Supply Chain Scenario Planning. *MIT Sloan Management Review*, Winter 2021, 6.

Joshi, M. P., Su, N., Austin, R. D., & Sundaram, A. K. (2021, mars 2). Why So Many Data Science Projects Fail to Deliver. *MIT Sloan Management Review*, 7.

Arrêté du 20 décembre 2018 portant approbation de la convention constitutive du groupement d'intérêt public «Centre d'accès sécurisé aux données», Pub. L. No. ECOO1832598A, *Journal Officiel de la République Française* (2018). <https://www.legifrance.gouv.fr/jorf/id/JORFTEXT000037880232>

Kamarck, E. (2021). Building an Agile Government for an Era of Megachange. *Brookings*.

Kamp, B., Porsch, L., Wilson, J., & Hausemer, P. (s. d.). Responding to COVID19: The role of clusters in supply chain adjustments—European Cluster Collaboration Platform Discussion Paper 2. *European Cluster Collaboration Platform*, 15.

Kelley Klaver Pecheux, Benjamin B. Pecheux, Gene Ledbetter, AEM Corporation, Noblis John Hicks, Inc., Jacobs, M. C. B. B., National Cooperative Highway Research Program, Transportation Research Board, & National Academies of Sciences, Engineering, and Medicine. (2020). Framework for Managing Data from Emerging Transportation Technologies to Support Decision-Making (p. 25965). *Transportation Research Board*. <https://doi.org/10.17226/25965>

Kim, J., & Hadden Loh, T. (2021, mars 2). What the recovery from the Great Recession reveals about post-pandemic work and cities. *The Avenue - Brookings*. <https://www.brookings.edu/blog/the-avenue/2021/03/02/what-the-recovery-from-the-great-recession-reveals-about-post-pandemic-work-and-cities/>

Kittelsohn & Associates, Bluemac Analytics, Irwin Writing/Editing, National Cooperative Highway Research Program, Transportation Research Board, & National Academies of Sciences, Engineering, and Medicine. (2019). *Foreseeing the Impact of Transformational Technologies on Land Use and Transportation* (p. 25580). *Transportation Research Board*. <https://doi.org/10.17226/25580>

Kitsing, M. (2021). Digital Futures for Europe (No 3; p. 9). *European Centre for International Political Economy*. [https://ecipe.org/wp-content/uploads/2021/03/ECI\\_21\\_PolicyBrief\\_03\\_2021\\_LY03-1.pdf](https://ecipe.org/wp-content/uploads/2021/03/ECI_21_PolicyBrief_03_2021_LY03-1.pdf)

Knubley, J. (2021). Building Superclusters for Canada. The Brookfield Institute for Innovation + Entrepreneurship. [https://brookfieldinstitute.ca/wp-content/uploads/Superclusters\\_Final2.pdf](https://brookfieldinstitute.ca/wp-content/uploads/Superclusters_Final2.pdf)

Koomen, M. (2021). The Encryption Debate in the European Union: 2021 Update (p. 14). Carnegie Endowment for International Peace. <https://carnegieendowment.org/2021/03/31/encryption-debate-in-european-union-2021-update-pub-84217>

Kückelhaus, D. M. (2018). Big Data in Logistics—A DHL perspective on how to move beyond the hype. DHL Customer Solutions & Innovation.

Ladislaw, S., Zindler, E., Tsafos, N., Goldie-Scot, L., Carey, L., Lezcano, P., Nakano, J., & Chase, J. (2021). Industrial Policy, Trade, and Clean Energy Supply Chains (p. 34). Center for Strategic International Studies.

Le Canada enregistre sa pire performance économique en 2020. (2021, mars 2). Les affaires.

Leck, S. (2021, avril 28). The federal budget gave a big boost to science and tech. But what's our industrial policy? Research Money. <https://researchmoneyinc.com/articles/the-federal-budget-gave-a-big-boost-to-science-and-tech-but-whats-our-industrial-policy/>

Lemelin-Bellerose, S. (2020). La technologie 5G: Possibilités, défis et risques. Bibliothèque du parlement.

Le pilotage maritime au Canada: En route vers la modernisation de la Loi sur le pilotage. (2020). Notes de la colline.

Li, Q., & Liu, A. (2019). Big data driven supply chain management. *Procedia CIRP*, 81, 1089-1094.

Lickers, H., Sisson, R., Phare, M.-A., Yohe, L., Béland, P., & Corwin, J. (2020). International Watersheds Initiative: Building on Success (p. 73). International Watersheds Initiative.

Lowey, M. (2021, March 17). Canada needs a targeted industrial strategy to improve innovation performance, experts say. Research Money. <https://researchmoneyinc.com/articles/canada-needs-a-targeted-industrial-strategy-to-improve-innovation-performance-experts-say/>

Lund, S., Manyika, J., Woetzel, J., Bughin, J., Krishnan, M., Seong, J., Muir, M. (2019, January). Globalization in transition: the future of trade and value chains. McKinsey Global Institute. <https://www.mckinsey.com/featured-insights/innovation-and-growth/globalization-in-transition-the-future-of-trade-and-value-chains>

Lund, S., Manyika, J., Woetzel, J., Barriball, E., Krishnan, M., Alicko, K., Birshan, M., George, K., Smit, S., Swan, D., & Hutzler, K. (2020). Risk, resilience, and rebalancing in global value chains. McKinsey Global Institute. <https://www.mckinsey.com/~media/McKinsey/Business%20Functions/Operations/Our%20Insights/Risk%20resilience%20and%20rebalancing%20in%20global%20value%20chains/Risk-resilience-and-rebalancing-in-global-value-chains-full-report-vH.pdf?shouldIndex=false>

Lund, S., Madgavkar, A., Manyika, J., Smit, S., Ellingrud, K., Meaney, M., & Robinson, O. (2021, February). The future of work after COVID 19. McKinsey Global Institute. <https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19>

MacDonald, A. (2020, décembre 28). Nine Leadership Lessons 2020 Gave Us. *MIT Sloan Management Review*, 11.

Macklem, T. (2021). Remarks by Tiff Macklem, Governor of the Bank of Canada—Appearance before the House of Commons Standing Committee on Finance. Bank of Canada. <https://www.bankofcanada.ca/2020/06/opening->

statement-160620/

Maderspacher, Q., McCarthy, M., Scherf, G., & Stern, S. (2021). Ahead in the cloud: Transforming public-sector performance. McKinsey & Company, 7.

Mahoney, T. C., & Helper, S. (2017). Ensuring American Manufacturing Leadership Through Next-Generation Supply Chains. MForesight: Alliance for Manufacturing Foresight, 58.

Making digital government better: An interview with Mike Bracken. (2014, mars). McKinsey & Company.

Manyika, J., Chui, M., Groves, P., Farrell, D., Van Kuiken, S., & Almasi Doshi, E. (2013). Open data: Unlocking innovation and performance with liquid information. McKinsey & Company.

Manyika, J., Lund, S., Bughin, J., Woetzel, J., Stamenov, K., & Dhingra, D. (2016a). Digital Globalization: The New Era of Global Flows. McKinsey Global Institute.

Marcia, V., & Monday, K. C. D. (s. d.). The EU path towards regulation on artificial intelligence. 3.

Martin, B. (2021, avril 12). Supply Chains and National Security. The RAND Blog. <https://www.rand.org/blog/2021/04/supply-chains-and-national-security.html>

Martin, J., & Mayneris, F. (2020). The reliance of Canadian Imports on the US is worse than you think (N 2020PE-34). CIRANO. [http://www.florianmayneris.ca/uploads/1/2/1/4/121457533/mm\\_cirano2020.pdf](http://www.florianmayneris.ca/uploads/1/2/1/4/121457533/mm_cirano2020.pdf)

Martin, J., Stevanovic, D., & Touré, A. (2020). Analyse de la connectivité économique du Canada et du Québec (No 2020RP-08; RAPPORT DE PROJET, p. 51). CIRANO.

Mathisen, T. A., & Hanssen, T.-E. S. (2014). The Academic Literature on Intermodal Freight Transport. Transportation Research Procedia, 3, 611-620. <https://doi.org/10.1016/j.trpro.2014.10.040>

McKinsey & Company. (2017). A roadmap for a digital transformation. (2017)

McKinsey & Company. (2020). The Next Normal—Doubling down on sustainability—The other challenge of our times (p. 157).

McKinsey & Company. Why you should apply analytics to your people strategy. (2019).

McMillan, C. (2011, septembre 1). Innovation in Canada's trade gateways and corridors. Policy Options. <https://policyoptions.irpp.org/magazines/innovation-nation/innovation-in-canadas-trade-gateways-and-corridors/>

Measuring Stakeholder Capitalism Towards Common Metrics and Consistent Reporting of Sustainable Value Creation. (2020). World Economic Forum.

Medhora, R. P. (2021, avril 23). Brief to the Standing Committee on International Trade. Center for International Governance Innovation. <https://www.cigionline.org/articles/brief-standing-committee-international-trade>

Melaas, A., & Kesteven, C. (s. d.). Strategies for Resilient Growth in the Knowledge Economy. 33.

Menard, C. (2020). Six actions pour une stratégie qui voit plus loin que la COVID-19. Gestion HEC Montréal. <https://www.revuegestion.ca/six-actions-pour-une-strategie-qui-voit-plus-loin-que-la-COVID-19>

- Menon, S., & Shah, S. (2019). An Overview of Digitalisation in Conventional Supply Chain Management. *MATEC Web of Conferences*, 292, 01013. <https://doi.org/10.1051/mateconf/201929201013>
- Mercer Canada. (2021). Mercer's Response: 2021 Federal Budget. Mercer Canada. <https://www.mercer.ca/en/our-thinking/mercers-response-federal-budget-2021.html>
- Meyer, M. D., McLeod, S., Fidell, T., Gajjar, H., Sood, D., Kamali, M., Wingate, R., Willauer, D. O., & Southworth, F. (2019). *Freight Transportation Resilience in Response to Supply Chain Disruptions*. The National Academies Press, 165. <https://doi.org/10.17226/25463>
- Mikhail, N. (2021, janvier 13). Hindsight May Be 20/20 but Let's Hope Supply Chain Isn't Like 2020. <https://www.ementum.com/chain-reaction/hindsight-may-be-20/20-but-lets-hope-supply-chain-isnt-like-2020-that-is>
- Ministère de l'Économie et de l'Innovation du Québec. (2021a). Plan Stratégique 2020-2023 (p. 40). [https://cdn-contenu.quebec.ca/cdn-contenu/adm/min/economie/publications-adm/plan-strategique/PL\\_plan\\_strategique\\_MEI\\_20-23.pdf?1615918648](https://cdn-contenu.quebec.ca/cdn-contenu/adm/min/economie/publications-adm/plan-strategique/PL_plan_strategique_MEI_20-23.pdf?1615918648)
- Ministère de l'Économie et de l'Innovation du Québec. (2021b, avril 21). Réinventer l'économie des plateformes numériques. Ministère de l'Économie et de l'Innovation du Québec. [https://www.economie.gouv.qc.ca/fr/objectifs/informer/vecteurs/vecteurs-actualites/vecteurs-actualites-details/?no\\_cache=1&tx\\_ttnews%5Bsword%5D=1&tx\\_ttnews%5Bpointer%5D=1&tx\\_ttnews%5Btt\\_news%5D=25146&tx\\_ttnews%5Bcat%5D=&cHash=9eeaf89e66a941706990463556c3b060](https://www.economie.gouv.qc.ca/fr/objectifs/informer/vecteurs/vecteurs-actualites/vecteurs-actualites-details/?no_cache=1&tx_ttnews%5Bsword%5D=1&tx_ttnews%5Bpointer%5D=1&tx_ttnews%5Btt_news%5D=25146&tx_ttnews%5Bcat%5D=&cHash=9eeaf89e66a941706990463556c3b060)
- Miroudot, S. (2020, 29 Avril). Resilience versus robustness in global value chains: Some policy implications. <https://voxeu.org/article/resilience-versus-robustness-global-value-chains>
- Montréal International. (2016, February). Big Data Profile in Québec.
- Morris, L. (2020). Covid-19 and Scenario Planning—A Thought Experiment on the Short and Long Term Impacts of the Present Crisis. InnovationLabs.
- Mueller, C., Seber, S., Shulman, J., & Stover, K. (2020, août 10). Operations-driven sustainability. McKinsey & Company.
- National Academies of Sciences, Engineering, and Medicine (2012). *Multimodal Freight Transportation Within the Great Lakes–Saint Lawrence Basin*. Washington, DC: The National Academies Press. <https://doi.org/10.17226/22742>
- National Research Canada. (s.d.). Five-Year Integrated Strategic Plan: From Dialogue to Action, Excellence to Impact.
- NewVantage Partners. (s. d.). Big Data and AI Executive Survey 2021—The Journey to Becoming Data-Driven: A Progress Report on the State of Corporate Data Initiatives
- Nguyen, T., Zhou, L., Spiegler, V., Ieromonachou, P., & Lin, Y. (2018). Big data analytics in supply chain management: A state-of-the-art literature review. *Computers & Operations Research*, 98, 254–264. <https://doi.org/10.1016/j.cor.2017.07.004>
- O'Connell, C., Roer, E. H., Eden, R., Pfeifer, S., Shokh, Y., Mayer, L. A., McKeon, J., Mondschein, J., Carter, P., Greenfield, V. A., Ashby, M., & Rand Corporation. (2021). Managing risk in globalized supply chains. Rand Corporation. [https://www.rand.org/content/dam/rand/pubs/research\\_reports/RRA400/RRA425-1/RAND\\_RRA425-1.pdf](https://www.rand.org/content/dam/rand/pubs/research_reports/RRA400/RRA425-1/RAND_RRA425-1.pdf)



OECD. (2016). Strategic public/private partnerships [OECD Science, Technology and Innovation Outlook]. OECD Publishing. [https://www.oecd-ilibrary.org/docserver/sti\\_in\\_outlook-2016-10-en.pdf?expires=1619708495&id=id&accname=guest&checksum=1E723BA4B17BE60A368B6050ACDDDB2](https://www.oecd-ilibrary.org/docserver/sti_in_outlook-2016-10-en.pdf?expires=1619708495&id=id&accname=guest&checksum=1E723BA4B17BE60A368B6050ACDDDB2)

OECD. (s.d.) Key Transport Statistics—2019 Data.

OECD. (2020). COVID-19 and International Trade: Issues and actions. OECD. [https://read.oecd-ilibrary.org/view/?ref=128\\_128542-3ijg8kfswh&title=COVID-19-and-international-trade-issues-and-actions](https://read.oecd-ilibrary.org/view/?ref=128_128542-3ijg8kfswh&title=COVID-19-and-international-trade-issues-and-actions)

OECD (2021). OECD Main Science and Technology Indicators. R&D Highlights in the March 2021 Publication. OECD Directorate for Science. Technology and Innovation. [www.oecd.org/sti/msti2021.pdf](http://www.oecd.org/sti/msti2021.pdf)

Olanrewaju, T., & Willmott, P. (2013, novembre). Finding your digital sweet spot. McKinsey & Company, 5.

Oncioiu, Bungeț, Türkeş, Căpușeanu, Topor, Tamaș, Rakoș, & Hint. (2019). The Impact of Big Data Analytics on Company Performance in Supply Chain Management. *Sustainability*, 11(18), 4864. <https://doi.org/10.3390/su11184864>

O'Neill, D., Thadani, S., & Costanza, D. (2021). How COVID-19 Is Driving Maritime Digitalization. Oliver Wyman. <http://www.oliverwyman.com/our-expertise/insights/2021/feb/how-covid19-is-driving-maritime-digitalization.html>

Optel Group. (2020). End-to-end material traceability across global supply chains supports a circular economy (2020).. <https://www.sitra.fi/en/cases/end-to-end-material-traceability-across-global-supply-chains-supports-a-circular-economy/#:~:text=time%20%20min-,End%2Dto%2Dend%20material%20traceability%20across%20global%20supply%20chains>

Ortiz, D. S., Weatherford, B., Willis, H. H., Collins, M., Mandava, N., & Ordowich, C. (2007). Increasing the Capacity of Freight Transportation: U.S. and Canadian Perspectives. The RAND Corporation.

Owens, B. (2021, avril 21). Canada's new science budget gets lukewarm reception from researchers. *Science*. <https://www.sciencemag.org/news/2021/04/canada-s-new-science-budget-gets-lukewarm-reception-researchers>

Papadopoulos, T., Gunasekaran, A., Dubey, R., Altay, N., Childe, S. J., & Fosso-Wamba, S. (2017). The role of Big Data in explaining disaster resilience in supply chains for sustainability. *Journal of Cleaner Production*, 142, 1108–1118. <https://doi.org/10.1016/j.jclepro.2016.03.059>

Patier, D., & Routhier, J. L. (2009). Une méthode d'enquête du transport de marchandises en ville pour un diagnostic en politiques urbaines. *Les Cahiers scientifiques du transport*, (55), pp-11. [https://halshs.archives-ouvertes.fr/halshs-00456068/PDF/CST\\_N55.pdf](https://halshs.archives-ouvertes.fr/halshs-00456068/PDF/CST_N55.pdf)

Peerless Research Group. (2021, avril). 2021 Robotics for the Recovery.

Peignier, I., Trépanier, M., Leroux, M.-H., & De Marcellis-Warin, N. (2008). Stratégies logistiques dans un contexte de stockage et de transport de matières dangereuses et incitations économiques (No 2008RP-05). CIRANO. <https://cirano.qc.ca/fr/sommaires/2008RP-05>

Peignier, I., De Marcellis-Warin, N., Leroux, M.-H., & Trépanier, M. (2010). Analyse des résultats d'une enquête auprès des entreprises faisant du transport routier de matières dangereuses au Québec (No 2010RP-14). CIRANO. <https://cirano.qc.ca/fr/sommaires/2010RP-14>

- Peignier, I., Trépanier, M., Cloutier, I., & Robert, B. (2015). Bilan des connaissances—Transport des hydrocarbures par modes terrestres au Québec (No 2015RP-24). CIRANO. <https://cirano.qc.ca/fr/sommaires/2015RP-24>
- Peignier, I., Bui, M. H., & Trépanier, M. (2016). Étude sur les enjeux propres aux plateformes multimodales et aux opérations de transbordement des hydrocarbures au Québec (GTRA01) (No 2016RP-03). CIRANO. <https://cirano.qc.ca/fr/sommaires/2016RP-03>
- Pendyala, A. (Adi). (s. d.). Internet of Things Analytics—Powering Data-Driven Connected Industry.
- Petzold, B., Roggendorf, M., Rowshankish, K., & Sporleder, C. (2020). Designing data governance that delivers value. McKinsey Technology.
- Plan stratégique du CNRC 2019-2024—Du dialogue à l'action, de l'excellence à l'impact. (2019). CNRC.
- Planning Committee for the Workshop on Ethics, Data, and International Research Collaboration in a Changing World, Government-University-Industry Research Roundtable, Policy and Global Affairs, & National Academies of Sciences, Engineering, and Medicine. (2018). Data Matters: Ethics, Data, and International Research Collaboration in a Changing World: Proceedings of a Workshop (S. S. Sloan & J. Alper, Éd.s.; p. 25214). National Academies Press. <https://doi.org/10.17226/25214>
- Poppensieker, T., & Riemenschmitter, R. (2018, mars 9). A new posture for cybersecurity in a networked world. McKinsey & Company, 10.
- Puranam, P. (s. d.). Prospects and Pitfalls for the Post-Pandemic Organisation. Knowledge - INSEAD, 3.
- PricewaterhouseCoopers. (2007). The road ahead for public services delivery. [https://www.pwc.com/gx/en/psrc/pdf/the\\_road\\_ahead\\_for\\_public\\_service\\_delivery.pdf](https://www.pwc.com/gx/en/psrc/pdf/the_road_ahead_for_public_service_delivery.pdf)
- Raza, W., Grumiller, J., Grohs, H., Essletzbichler, J., & Pintar, N. (2021). Post Covid-19 value chains: Options for reshoring production back to Europe in a globalised economy (PE 653.626). European Parliament. [https://www.europarl.europa.eu/RegData/etudes/STUD/2021/653626/EXPO\\_STU\(2021653626\\_EN\).pdf](https://www.europarl.europa.eu/RegData/etudes/STUD/2021/653626/EXPO_STU(2021653626_EN).pdf)
- Ready, D. A., Cohen, C., Kiron, D., & Pring, B. (2020, janvier 21). The new leadership playbook for the digital age—Reimagining What It Takes to Lead. MIT Sloan Management Review, 37.
- RE-CIRCLE Ressource Efficiency & Circular Economy Project. (2018). OECD.
- Redman, T. C. (2020, décembre 2). Top-Down Leadership for Data: Seven Ways to Get Started. MIT Sloan Management Review, 5.
- Redman, T. C., & Davenport, T. H. (2020, septembre 28). Getting Serious About Data and Data Science. MIT Sloan Management Review, 5.
- Rethinking Risk and Opportunity in the Supply Chain. (s. d.). Coupa Software & WBR Insights 2021.
- Richards, S. (2019). Canada-10 autres pays du partenariat transpacifique (2019-500-F). Bibliothèque du parlement.
- Rodrigue, J.-P. (2018). Efficiency and Sustainability in Multimodal Supply Chains (International Transport Forum Discussion Papers No 2018/17; International Transport Forum Discussion Papers, Vol. 2018/17). OECD. <https://doi.org/10.1787/12f93f71-en>

- Roubini, N. (2021, avril 14). Is stagflation coming? Project Syndicate. [https://www.project-syndicate.org/commentary/stagflation-threat-after-covid19-pandemic-by-nouriel-roubini-2021-04?](https://www.project-syndicate.org/commentary/stagflation-threat-after-covid19-pandemic-by-nouriel-roubini-2021-04?bar=commentary)
- Roussel, D. (2020). Maritime Autonomous Surface Ships Development Challenges on Domestic and International Fronts, informal presentation. Transport Canada.
- Roy, J. (2015, May). Infrastructures de transport et avantages comparatifs, in Warin et al. Éditeurs, L'Économie du Québec 2015 : Contexte et enjeux internationaux, CIRANO, Chapitre 11, p. 267-296.
- Roy, J. (Mai 2017), By Road, Rail, Sea and Air: The Role of Transportation Networks in Moving Canada's Merchandise Trade, in Tapp et al. Editors, Redesigning Canadian Trade Policies for New Global Realities, Institute for Research on Public Policy, p. 435-464.
- Royer, A., De Marcellis-Warin, N., Peignier, I., Warin, T., Panot, M., & Mondin, C. (2020). Les enjeux du numérique dans le secteur agricole—Défis et opportunités (No 2020RP-12). CIRANO. <https://cirano.qc.ca/files/publications/2020RP-12.pdf>
- Russo, M., & Feng, T. (2020a). Contact Tracing Accelerates IoT Opportunities and Risks. BCG, 5.
- Russo, M., & Feng, T. (2020b). How Far Can Your Data Go? BCG, 5.
- Russo, M., & Feng, T. (2020c). Innovation, Data, and the Cautionary Tale of Henrietta Lacks. BCG, 4.
- Russo, M., & Feng, T. (2020d). The Risks and Rewards of Data Sharing For Smart Cities. BCG, 7.
- Russo, M., & Feng, T. (2020e). What B2B Can Learn From B2B About Data Privacy And Sharing. BCG, 5.
- Russo, M., & Feng, T. (2021). Where is Data Sharing Headed? BCG, 7.
- Russo, M., Young, D., Feng, T., Gerard, M. (2021, January 7). Sharing Data to Address Our Biggest Societal Challenges. Boston Consulting Group. Eighth article in a multipart series. <https://www.bcg.com/publications/2021/data-sharing-will-be-vital-to-societal-changes>
- Sanders, N. R. (2014). Big data Driven Supply Chain Management—A Framework for Implementing Analytics and Turning Information into Intelligence. Pearson Education, Inc.
- Saravanan, S. (2020, mai 27). Digital Supply Chain Transformation: Preparing For Future Growth. Forbes. <https://www.forbes.com/sites/forbestechcouncil/2020/05/27/digital-supply-chain-transformation-preparing-for-future-growth/?sh=78911cf51f73>
- SCMA. (2016). How It's Done—Why Canada's Supply Chain Matters. Supply Chain Management Association. <https://www.supplychaincanada.com/media/reports/SCMA-how-its-done-why-canadas-supply-chain-matters-june-2016.pdf>
- Schoenherr, T., & Speier-Pero, C. (2015). Data Science, Predictive Analytics, and Big Data in Supply Chain Management: Current State and Future Potential. *Journal of Business Logistics*, 36(1), 120-132. <https://doi.org/10.1111/jbl.12082>
- Schrage, M. (2020, juillet 29). Data, Not Digitalization, Transforms the Post-Pandemic Supply Chain. MIT Sloan Management Review, 8.

- Schrage, M., Pring, B., Kiron, D., & Dickerson, D. (2021). Leadership's Digital Transformation—Leading Purposefully in an Era of Context Collapse (p. 23). MIT Sloan Management Review.
- Schwab, K., & Zahidi, S. (2020). How Countries are Performing on the Road to Recovery. World Economic Forum. [http://www3.weforum.org/docs/WEF\\_TheGlobalCompetitivenessReport2020.pdf](http://www3.weforum.org/docs/WEF_TheGlobalCompetitivenessReport2020.pdf)
- Secrétariat du Conseil du Trésor du Canada. (2021). Secrétariat du Conseil du Trésor du Canada 2021-2022—Plan ministériel. <https://www.canada.ca/content/dam/canada/tbs-sct/migration/ip-pi/reports-rapports/rpp/2017-18-departmental-plan/plan-ministeriel-secretariat-conseil-tresor-canada-2017-2018.pdf>
- Shaping Europe's digital future. (s. d.). European Commission. <https://ec.europa.eu/digital-single-market/en>
- Shaping up last mile delivery to surpass customer expectations. (s. d.). NordicTrack - Ryder.
- Sharpe, A. (s. d.). The World Bank Doing Business Index for Canada: An Assessment (p. 140). Centre For The Study of Living Standards.
- She, Y. (2020, mai 27). Who Gets What When Supply Chains Are Disrupted? MIT Sloan Management Review, 5.
- Shekshnia, S. (s. d.). The Next Decade Will Be a Leadership Game Changer. Knowledge - INSEAD.
- Shih, W. (2020, mars 19). Is It Time to Rethink Globalized Supply Chains? MIT Sloan Management Review, 4.
- Shipilov, A., & Burelli, F. (s. d.). The Five Essential Roles of Corporate Ecosystems. Knowledge - INSEAD.
- Shivakumar, S. (2021). How Data-Sharing Partnerships Can Thwart Counterfeits on Online Marketplaces (p. 21). Center for Data Innovation.
- Silberglitt, R. (2017). Critical Materials and U.S. Import Reliance: Recent Developments and Recommended Actions. RAND Corporation. <https://doi.org/10.7249/CT485>
- Simchi-Levi, D. (2020, avril 13). Three Scenarios to Guide Your Global Supply Chain Recovery. MIT Sloan Management Review, 6.
- Slaughter, M., & McCormick, D. (2021). Data is Power—Washington Needs to Craft New Rules for the Digital Age. Foreign Affairs. <https://www.foreignaffairs.com/print/node/1127327>
- Smart Great Lakes St. Lawrence Economic Corridor: A Canada—Us Dialogue Initiative. (2019). 6.
- Sneider, K., & Singhal, S. (2020). The future is not what it used to be: Thoughts on the shape of the next normal (p. 7)—McKinsey & Company.
- Sneider, K., Singhal, S., & Sternfels, B. (2020, septembre). What now? Decisive actions to emerge stronger in the next normal. McKinsey & Company.
- Sneider, K. (2020, décembre 9). The future of business: 2021 and beyond. McKinsey & Company <https://www.mckinsey.com/about-us/covid-response-center/leadership-mindsets/webinars/the-future-of-business-2021-and-beyond>
- Statistics Canada. (2021, February). Labour Force Survey, January 2021. <https://www150.statcan.gc.ca/n1/daily-quotidien/210205/dq210205a-eng.htm>

Statistique Canada. (2018). Réseau de transport: Transport des marchandises et des passagers. Statistics Canada = Statistique Canada.

Stern, Dr. S., Kirchherr, Dr. J., Valtueña-Ramos, G., Reitz, F., Flyvbjerg, P. B., Budzier, Dr. A., & Agard, K. (2021). Road work ahead—The emerging revolution in the road construction industry. McKinsey & Company.

Stevanovic, D. (2021). Prév́ision macroéconomique dans l'ère des données massives et de l'apprentissage automatique. Dans *Le Québec économique—Perspectives et défis de la transformation numérique* (CIRANO, Vol. 9). <https://cirano.qc.ca/files/publications/2020CH-12.pdf>

Stratégie européenne pour les données. (s. d.). [https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age/european-data-strategy\\_fr#projections-pour-2025](https://ec.europa.eu/info/strategy/priorities-2019-2024/europe-fit-digital-age/european-data-strategy_fr#projections-pour-2025)

Stringer, T., & Joanis, M. (2021). Northern roads and economic development. 28.

Supply Chain 2030 Doubling Down On the Evolving Challenges, Opportunities and Technological Possibilities. (2021). Avetta.

Supply Chains and Quebec Windsor Smart Corridor—BACKGROUND - Facts and figures. (2017). Scale ai.

Supporting Canadians and Fighting Covid-19—Fall Economic Statement 2020 (F1-52E-PDF; p. 223). (2020). Department of Finance Canada.

Suzor, N. P. (2019). What Do We Mean When We Talk About Transparency? Toward Meaningful Transparency in Commercial Content Moderation. 18.

Technology and Data Governance in Cities—Indian Cities at the Forefront of the Fight Against COVID-19 (p. 53). (2020). World Economic Forum.

Tertrais, B. (2020, avril 6). Year of the Rat: The Strategic Consequences of the Coronavirus Crisis. Fondation Pour La Recherche Stratégique. <https://www.frstrategie.org/en/publications/notes/year-rat-strategic-consequences-coronavirus-crisis-2020>

The European Data Strategy—Shaping Europe's Digital Future. (2020). European Commission.

The Economist. (2020, April 8). The coronavirus crisis will change the world of commerce. <https://www.economist.com/leaders/2020/04/08/the-coronavirus-crisis-will-change-the-world-of-commerce>

The Economist Intelligence Unit. (2021). Supply-chain evolution: A strategic perspective. [https://eiu Perspectives.ecomist.com/sites/default/files/supply-chain\\_evolution\\_a\\_strategic\\_perspective\\_-\\_gep.pdf](https://eiu Perspectives.ecomist.com/sites/default/files/supply-chain_evolution_a_strategic_perspective_-_gep.pdf)

The future of autonomous vehicles in Canada will be shaped by today's policy and planning decisions: New report. (2021). Choosing Canada's Automotive.

The global legal group. (2018). The international comparative legal guide to Data Protection 2018: A practical cross-border insight into data protection law.

The Global Risks Report 2021 16th Edition (p. 97). (s. d.). World Economic Forum.

The impact of Artificial Intelligence on the labour market: What do we know so far? (OECD Social, Employment and Migration Working Papers No 256; OECD Social, Employment and Migration Working Papers, Vol. 256). (2021).

<https://doi.org/10.1787/7c895724-en>

The Reputational Risk of Human Rights Abuses in Supply Chains. (2020). Avetta.

The Smart Supply Chain. (2017). MForesight.

The Virtual “War Room” Playbook for Supply Chain—Your crisis management guide in the face of COVID-19. (s. d.). Elementum.

There's light at the end of the tunnel—Economic outlook. (2021). Deloitte.

Think Tank Review. (s. d.). [European Council]. <https://www.consilium.europa.eu/en/documents-publications/library/library-blog/think-tank-review/>

Tirachini, A., & Cats, O. (2020). COVID-19 and Public Transportation: Current Assessment, Prospects, and Research Needs. *Journal of Public Transportation*, 22(1). <https://doi.org/10.5038/2375-0901.22.1.1>

Titze, C., McNeill, W., & De Muynck, B. (2020). Magic Quadrant for Multienterprise Supply Chain Business Networks. Gartner.

Tomer, A., Kane, J., & George, C. (2021a). An Affirmative Vision for 21st century American Infrastructure (p. 110). Brookings Metropolitan Policy Program. <https://www.brookings.edu/essay/american-infrastructure-vision/>

Tomer, A., Kane, J., & George, C. (2021b). Rebuild with Purpose—Recommendation summary. Brookings Metropolitan Policy Program. [https://www.brookings.edu/wp-content/uploads/2021/04/Appendix\\_20210413\\_BrookingsMetro\\_American-Infrastructure-Vision.pdf](https://www.brookings.edu/wp-content/uploads/2021/04/Appendix_20210413_BrookingsMetro_American-Infrastructure-Vision.pdf)

Trade shows signs of rebound from COVID-19, recovery still uncertain. (2020). World Trade Organization.

Transport Canada. (2009). National policy framework for strategic gateways and trade corridors. <https://central.bac-lac.gc.ca/.item?id=T22-136-2009-eng&op=pdf&app=Library>

Transports Canada. (2012). Transportation in Canada 2011—Comprehensive Review.

Transport Canada. (2017). Climate risks and adaptation practices for the Canadian transportation sector 2016. [http://publications.gc.ca/collections/collection\\_2017/tc/T42-12-2017-eng.pdf](http://publications.gc.ca/collections/collection_2017/tc/T42-12-2017-eng.pdf)

Transports Canada. (2017) Évaluation de l'Initiative de la Porte et du Corridor de l'Asie-Pacifique et du Fonds pour les portes d'entrée et les passages frontaliers.

Transports Canada. (2017). Les Transports au Canada—Un survol.

Transport Canada. (s. d.) Transportation in Canada—Overview Report 2019.

Transports Canada. (2019). 14 Fiches Synthèses: Plans Ministériels 2019-2020 Ottawa.

Transports Canada. (s. d.). Transports 2030.

Transports Canada. Transports Canada—Plan ministériel—2020-2021 (No T1-27F-PDF; p. 66).

Transport Canada. (2020). Transport Canada Departmental Plan 2021-22. <https://tc.canada.ca/en/corporate-services/transparency/corporate-management-reporting/departmental-plans/transport-canada-2021-2022-departmental-plan>

- Transport Innovation for Sustainable Development – A Gender Perspective (ITF Roundtable). (2021). OECD Publishing.
- TRB Executive Committee, Executive Committee, Executive Office, Policy Studies, Transportation Research Board, & National Academies of Sciences, Engineering, and Medicine. (2021). COVID-19 Addendum to Critical Issues in Transportation (p. 26047). Transportation Research Board. <https://doi.org/10.17226/26047>
- Treasury Board of Canada Secretariat. (2019). TRB 2019-2024 Strategic Plan. [https://onlinepubs.trb.org/onlinepubs/general/trb\\_strategic\\_plan.pdf](https://onlinepubs.trb.org/onlinepubs/general/trb_strategic_plan.pdf)
- Tudor, J. (2020a, décembre 9). Empowering a Data Culture From the Inside Out. MIT Sloan Management Review. <https://sloanreview.mit.edu/article/empowering-a-data-culture-from-the-inside-out/>
- Turnbull, K. F., Technical Activities Division, Transportation Research Board, & National Academies of Sciences, Engineering, and Medicine. (2016). Transportation Systems Performance Measurement and Data: Summary of the 5th International Conference (p. 23455). Transportation Research Board. <https://doi.org/10.17226/23455>
- Use of Big Data in Transport Modelling – Discussion Paper (ITF Roundtable). (2021). OECD Publishing.
- Van Bockel, R. (2021, mars 2). The EU Digital Transport and Logistics Forum: How policy concretely helps stakeholders to connect. 2nd EU Macro-regional strategies week.
- Vial, G. (2020). Data Governance in the 21st-Century Organization. 5.
- Vieira, A. A. C., Dias, L., Santos, M. Y., Pereira, G. A. B., & Oliveira, J. (2020). Supply Chain Risk Management: An Interactive Simulation Model in a Big Data Context. *Procedia Manufacturing*, 42, 140–145.
- Waller, M. A., & Fawcett, S. E. (2013). Data Science, Predictive Analytics, and Big Data: A Revolution That Will Transform Supply Chain Design and Management. *Journal of Business Logistics*, 34(2), 77–84. <https://doi.org/10.1111/jbl.12010>
- Waller, D. (2020). Ten steps to creating a data-driven culture. *Harvard Business Review*.
- Wang, G., Gunasekaran, A., Ngai, E. W. T., & Papadopoulos, T. (2016). Big data analytics in logistics and supply chain management: Certain investigations for research and applications. *International Journal of Production Economics*, 176, 98–110. <https://doi.org/10.1016/j.ijpe.2016.03.014>
- Wang, Y., Wang, X., & Liu, A. (2020). Digital Twin-driven Supply Chain Planning. *Procedia CIRP*, 93, 198–203. <https://doi.org/10.1016/j.procir.2020.04.154>
- Wantao, Y., Chavez, R., Jacobs, M. A., & Feng, M. (2018). Data-driven supply chain capabilities and performance: A resource-based view. *Transportation Research Part E: Logistics and Transportation Review*.
- Warin, Thierry. 2020. “iriR: An R Package for the EU Industrial R&D Investment Scoreboard.” <https://doi.org/10.6084/m9.figshare.11774640.v5>.
- Warin, T., De Marcellis-Warin, N., Troadec, A., Sanger, W., & Nembot, B. (2014). Un état des lieux sur les données massives (No 2014RB-01). CIRANO. <https://www.cirano.qc.ca/files/publications/2014RB-01.pdf>
- Warin, Thierry, Phani V. Wunnava, Optat Tengia, and Kirsten Wandschneider. 2009. “Southern African Economic Integration: Evidence from an Augmented Gravity Model.” *SSRN Electronic Journal*. <https://doi.org/10.2139/ssrn.1>

442611.

Warin, Thierry, Phanindra Wunnava, and Hubert P. Janicki. 2005. "Endogenous OCA Theory: Using the Gravity Model to Test Mundell's Intuition." *Economics Bulletin* 28 (6). <https://ideas.repec.org/a/ebl/ecbull/eb-05aa0006.html>.

Weissenburger, T. (2016). *Business Innovation Summit, Ottawa International Lessons: Supporting Innovators Success in Global Markets – Leveraging Canadian Diaspora Abroad*. The Canadian Trade Commissioner Service.

Wiegmans, B., & Janic, M. (2019). Analysis, modeling, and assessing performances of supply chains served by long-distance freight transport corridors. *International Journal of Sustainable Transportation*, 13(4), 278–293. <https://doi.org/10.1080/15568318.2018.1463419>

Willmott, P. (2013, juin). *The do-or-die questions boards should ask about technology*. McKinsey & Company, 6.

Winickoff, D. E., Kreiling, L., Borowiecki, M., Garden, H., & Philp, J. (2021). *Collaborative Platforms for Emerging Technology: Crating Convergence Spaces* (OECD Science, Technology and Industry Policy Papers No 109; p. 85). OECD Publishing. <https://www.oecd-ilibrary.org/docserver/ed1e030d-en.pdf?expires=1619704439&id=id&accname=guest&checksum=F65DDBC9197C1B2F6FABA5743AEE4E6C>

Winston, A. S. (2019, mai 7). *The World in 2030: Nine Megatrends to Watch*. MIT Sloan Management Review, 10.

Woetzel, J., Pinner, D., Samandari, H., Engel, H., Krishnan, M., Boland, B., & Powis, C. (2020). *Climate risk and response: Physical hazards and socioeconomic impacts*. McKinsey Global Institute.

Woetzel, J., Pinner, D., Samandari, H., Engel, H., Krishnan, M., Kampel, C., & Graabak, J. (2020, juin). *Could climate become the weak link in your supply chain?* McKinsey Global Institute.

World Economic Forum. (2020). *Mapping TradeTech: Trade in the Fourth Industrial Revolution—Insight Report*. (2020).

World Economic Forum. (2021, January 25). *Chief Economists Outlook 2021*. World Economic Forum. <https://www.weforum.org/reports/chief-economists-outlook-2021>

World Economic Forum. (2021, April 29). *COVID-19 has reshaped last-mile logistics, with e-commerce deliveries rising 25% in 2020*. World Economic Forum. <https://www.weforum.org/press/2021/04/covid-19-has-reshaped-last-mile-logistics-with-e-commerce-deliveries-rising-25-in-2020/>

World Economic Forum. (2021) *Net-Zero Challenge: The supply chain opportunity—Insight Report*.

Wright, A., Vergne, J., & Rayner, K. (2020, octobre 17). *The growing need for cybersecurity in supply chain management*. Canadian Underwriter. <https://www.canadianunderwriter.ca/features/the-growing-need-for-cybersecurity-in-supply-chain-management/>

Yu, Z., Yan, H., & Edwin Cheng, T. C. (2001). Benefits of information sharing with supply chain partnerships. *Industrial Management & Data Systems*, 101(3), 114–121. <https://doi.org/10.1108/02635570110386625>

Zheng, Y. K. (2020, décembre). *Achieving supply chain transparency*. MIT Sloan Management Review Webinar.



## 2 | WEBSITES

The following is a non-exhaustive list of websites consulted for this report

### 2.1 | CANADA

- BUDGET 2021 A RECOVERY PLAN FOR JOBS, GROWTH, AND RESILIENCE
- [Government of Canada: Digital Operations Strategic Plan: 2018-2022] (<https://www.canada.ca/en/government/system/digital-government/government-canada-digital-operations-strategic-plans/digital-operations-strategic-plan-2018-2022.html>)
- CANARIE
- CANADIAN TRANSPORTATION ECONOMIC ACCOUNT, 2015 AND 2016
- 2021-22 DEPARTMENTAL PLANS -GOVERNMENT OF CANADA
- DIGITAL OPERATIONS STRATEGIC PLAN: 2018-2022
- GATEWAYS AND CORRIDORS TRANSPORT CANADA
- INDUSTRY STRATEGY COUNCIL
- LINKS BETWEEN FUEL CONSUMPTION, CLIMATE CHANGE, OUR ENVIRONMENT AND HEALTH
- NATIONAL TRADE CORRIDORS FUND
- POLICY OPTIONS IRPP
- POLICY ON SERVICE AND DIGITAL GOVERNMENT OF CANADA
- THE PRIVY COUNCIL OFFICE
- ROADMAP FOR A RENEWED U.S.-CANADA PARTNERSHIP
- ROYAL SOCIETY OF CANADA
- SUMMARY - CANADIAN INDUSTRY STATISTICS: TRANSPORTATION AND WAREHOUSING
- TRANSPORTATION DATA AND INFORMATION HUB
- TRANSPORTATION 2030: GREEN AND INNOVATIVE TRANSPORTATION
- VISUAL CAPITALIST
- GLOBAL STARS: THE MOST INNOVATIVE COUNTRIES, RANKED BY INCOME GROUP
- THE GREAT LAKES ECONOMY: THE GROWTH ENGINE OF NORTH AMERICA
- THE MOST INNOVATIVE ECONOMIES IN THE WORLD

#### 2.1.1 | Ontario

- BROOKFIELD INSTITUTE - TAKING STOCK OF CANADA'S SUPERCLUSTERS
- CENTRE FOR INTERNATIONAL GOVERNANCE INNOVATION (CIGI)
- INSTITUTE ON GOVERNANCE
- 2021 ONTARIO BUDGET- ONTARIO'S ACTION PLAN
- ONTARIO'S ECONOMIC AND FISCAL OUTLOOK IN BRIEF

#### 2.1.2 | Quebec

- BUDGET DU QUÉBEC 2020-2021
- CIRANO

- CIRRELT
- KHEOPS: AN INTERNATIONAL AND INTERDISCIPLINARY RESEARCH CONSORTIUM
- MINISTÈRE DE L'ÉCONOMIE ET DE L'INNOVATION
- MINISTÈRE DES TRANSPORTS
- OPTEL GROUP

## 2.2 | UNITED STATES

- AI NOW INSTITUTE
- BROOKINGS
- BROOKINGS - GOVERNANCE
- ARTIFICIAL INTELLIGENCE AND EMERGING TECHNOLOGY INITIATIVE
- CHATHAM HOUSE
- 2021 EDELMAN TRUST BAROMETER: CANADA
- INTERNATIONAL JOINT COMMISSION
- INFORMATION TECHNOLOGY AND INNOVATION FOUNDATION (ITIF)
- CENTER FOR DATA INNOVATION
- MCKINSEY GLOBAL INSTITUTE
- THE MCKINSEY DOWNLOAD HUB
- MILKEN INSTITUTE
- MULTIMODAL FREIGHT TRANSPORTATION WITHIN THE GREAT LAKES-SAINTE LAWRENCE BASIN
- THE ERA OF SMART INFRASTRUCTURE DEMANDS STRONG DATA, TECHNOLOGY MANAGEMENT
- NATIONAL ACADEMIES WORKSHOP ON SUSTAINABLE AND RESILIENT SUPPLY CHAINS WITH EMERGING TECHNOLOGIES
- FIVE TYPES OF STRATEGIC PARTNERSHIP
- RAND CORPORATION: INFRASTRUCTURE AND TRANSPORTATION
- RAND CORPORATION: EMERGING TECHNOLOGIES
- TRANSPORTATION RESEARCH BOARD
  - TRB PUBLICATIONS BY SERIES
  - TRB PUBLICATIONS ABOUT DATA AND INFORMATION TECHNOLOGY
- TRANSPORTATION SYSTEM RESILIENCE: RESEARCH ROADMAP AND WHITE PAPERS
- TRID
- USA DOT: DIGITAL GOVERNMENT STRATEGY

## 2.3 | EUROPE

- CONSEIL D'ANALYSE ÉCONOMIQUE
- DIGITAL EUROPE PROGRAMME GETS GREEN LIGHT FROM COUNCIL
- DTLF DIGITAL TRANSPORT AND LOGISTICS FORUM
- FEDERATED - EU PROJECT FOR DIGITAL CO-OPERATION
- EUROPEAN AI ALLIANCE
- EUROPEAN CLUSTER COLLABORATION PLATFORM
  - CLUSTER COOPERATION BETWEEN THE EU AND CANADA

- EUROPEAN DATA STRATEGY
- EU DIGITAL SKILLS AND JOBS
- EU MOBILITY AND TRANSPORT
- EU SCIENCE HUB: SECURITY OF THE SUPPLY CHAIN
- EU SHAPING THE DIGITAL SINGLE MARKET
- EU THINK TANKS' REPORTS ON COVID-19 AND THE RECOVERY FUND
- EU THINK TANKS REVIEW, APRIL 2021
- EU TRANSPORT RESEARCH & INNOVATION PORTAL (TRIP)
- FONDATION POUR LA RECHERCHE STRATÉGIQUE
- GAIA-X: A FEDERATED DATA INFRASTRUCTURE FOR EUROPE
- INTELLIGENT TRANSPORT SYSTEMS (ITS) ITS PLATFORMS
- INTERNATIONAL DATA ACCESS NETWORK: IDAN
- CASD
- STATISTICS NETHERLANDS (CBS)
- GESIS LEIBNIZ INSTITUTE FOR THE SOCIAL SCIENCES
- INSTITUTE FOR EMPLOYMENT RESEARCH (IAB)
- UK OFFICE FOR NATIONAL STATISTICS
- UK DATA SERVICE
- MOBILITY AS A SERVICE (MAAS) ALLIANCE
- RESEARCH GATE
- STRATÉGIE EUROPÉENNE POUR LES DONNÉES
- TRIMIS: TRANSPORT RESEARCH AND INNOVATION MONITORING AND INFORMATION SYSTEM

## 2.4 | INTERNATIONAL ORGANIZATIONS

- IMF APRIL 2021 WORLD ECONOMIC OUTLOOK
- OECD TRANSPORT AND ENVIRONMENT
- OECD SEARCH: SUPPLY CHAINS
- WORLD ECONOMIC FORUM
- WORLD TRADE ORGANIZATION
- WTO TRADE COST INDEX