



European
Operations
Management
Association

NEWSLETTER

Autumn/Winter 2016

LETTER FROM THE PRESIDENT

EurOMA Newsletter #46

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Please send any news, articles,
suggestions, comments, photos, etc.
to be included in the EurOMA News-
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Hello and welcome to another EurOMA newsletter.

This is my first EurOMA newsletter as President of EurOMA and I am really honoured in addressing you from this prestigious stage. We had such a successful year in 2016. The Trondheim Conference was really a delightful event. We had 478 delegates from 36 different countries. I would like also to stress that we had 50 participants at the Doctoral Seminar testifying the great interest that young scholars have in our doctoral program. For the first time ever, the Conference schedule went mobile through the guidebook app that allowed everybody to have the Conference in the palm of their hand. This novelty testifies once again the EurOMA efforts for innovating the Conference. A few years ago we have introduced our social media channels that now are used by an increasing number of persons so that we have reached the interesting number of 154 tweets this year at the Conference, while our LinkedIn members are now 552. Thus, the Trondheim Conference was really successful both from a scientific and from a social point of view and all of us had a great time there. I would like to thank Heidi Dreyer, Torbjørn Netland and all the Trondheim team for their wonderful job.

In 2016 we had another big event that involved a lot of the EurOMA community, i.e. the 5th P&OM Conference held in Havana, Cuba, in September. The Conference was strongly supported by our community both in term of organisation effort and participation. It was a great success and an important occasion to relate with other OM associations, POMS and JOMSA, about the “present and the future of Operations Management”. I would like to thank José A. D. Machuca and Gerald Reiner for their efforts in organising such an important event.

However, 2016 brought some other important changes for our Association. First, as I have already mentioned, Andy Neely stepped down as EurOMA President. Andy had run the association in an excellent way having always as first interest the growth of EurOMA both from a scientific and numerical point of view. Thanks to his initiative, in the past three years, the EurOMA has renewed its Vision and Values as they are now stated on the EurOMA website. He also encouraged innovations such as social media, the reshaping of the EurOMA logo that was for the first time used in a Conference this year, and the new website (<http://www.euroma-online.org/>) that was launched this autumn. On behalf of all of you, I really would like to thank Andy for his inspired contribution and endless effort in favour of our community and would like to tell him that we will need his support for several years ahead.

Since my stepping in, the EurOMA Board has taken some important decisions in the October 2016 meeting. First, we have reshaped our internal organisation in teams. Now we are organised in the following teams: Communications, Education, EurOMA strategic initiatives, Membership and POMS, Events and Finance. As you can see, besides the attention we always put on Communication and Events, we have tried to stress the importance of Education and Strategic Initiatives, such as the “reinventing the conference”, that will allow us to continue innovating and making our association more successful and attractive in the future. We have also proposed a renewed agreement with POMS for managing the joint membership given that the previous one was quite dated.

We have also decided to increase the membership fees to 80€ for regular members and to increase the conference fees by 50€. As explained in my letter to all of you, this was a difficult but necessary decision. The membership fee

increase was discussed at the last EurOMA General Assembly Meeting in Trondheim where it received substantial support. The reason for the increase is the necessity to cover EurOMA's running costs and guarantee long-term economic sustainability. Indeed, from the cost side EurOMA, in the last years, has faced lower contributions coming from Conference organizers and an increase in the EIASM administrative costs. From the income side, EurOMA has decided to invest in young people by giving free membership to PhD students. The consequence of these evidences is that our annual income does not cover our running costs and therefore our balance is not sustainable. It is worth noting that EurOMA is financially very strong and the Board is willing to accept losses when investing in the association, but we think that we should seek to achieve a position where EurOMA's annual income at least covers the association's running cost. Thus, the modest increase in the membership fees. It is also worth noting that despite this increase, our association is still one of the least expensive ones.

The reason for the conference fee increase is that organizers are finding it increasingly difficult to run conferences that meet our standards with a fee of 500€. As you know, our conference lasts 2,5 full days. During these days, organizers offer a reception lunch or dinner, a social dinner, lunches and coffee breaks. Furthermore, since we have usually more than 500 attendees, we need large facilities with about 20 parallel sessions and big rooms for keynote speeches. Moreover, organizing a large conference requires also professional support to the organizer and this causes a further increase in cost. Finally, we have not changed conference fees for many years and during these years costs have raised substantially. We have discussed a lot whether to lower the level of service provided at the conference, for example, by dropping the conference dinner. However, the EurOMA Conference is the annual event that sees our community all together and we think that having a nice conference, also from the social event point of view, is something that makes our community stronger. Thus, we have decided to increase the conference fee by only 50€ starting in 2017.

Now we come to the appointments for the year 2017. We are going to have our Annual Conference in the wonderful city of Edinburgh from 1st to the 5th of July 2017. I know that Nigel Caldwell, Amos Haniff and their staff are doing an excellent job in organizing an unforgettable Conference. So, I look forward to seeing many of you in Edinburgh for our main event of the year. Also, on June 25-29 2017 we are going to have the 8th EurOMA Summer School in Letterkenny, Ireland. It is a wonderful occasion for our Ph.D. students to gain advantage from relevant scientific contributions from eminent OM scholars. I know that George Onofrei is working hard to make the summer school particularly attractive and productive this coming year. Thus, I invite all Ph.D. students of our community to apply for the program.

I would like to conclude my first newsletter contribution as President highlighting how the Board and I are always open to any kind of suggestion you might have to make our community as strong as possible in the future.

I wish all of you and your families the best for the upcoming winter holidays and a wonderful 2017.

Giovanni Perrone
EurOMA President

EDITOR'S COMMENTS



Dear All,
Welcome to the EurOMA Newsletter #46. 2016 was a fruitful year with several events organized, including a great EurOMA Conference in Trondheim and the Havana Conference jointly organized by EurOMA, POMS and JOMSA. Many projects involving our community and opportunities for meeting are planned for 2017 as well.

This Newsletter includes:

- Some information on: past and future conferences and events
- A practitioners' insights section
- A teaching corner section
- Call for papers
- Employment opportunities
- A section dedicated to the new EurOMA Fellow
- EurOMA Board composition.

Please, if you would like to contribute to the next EurOMA Newsletter, submit your proposal to: pamela.danese@unipd.it.

Pamela Danese
Editor

PRACTITIONERS' INSIGHTS

MANAGING UNIVERSITY AND INDUSTRY ENGAGEMENT

By Ben Clegg, Aston Business School, UK, and Jan Olhager, Lund University, Sweden

Professor Ben Clegg, from Aston Business School (UK), and Professor Jan Olhager from Lund University (Sweden) held a new track at the last two POMS / EurOMA gatherings in Trondheim and in Cuba. The track, Managing University and Industry Engagement, focused on how to manage the processes of industry and academic collaboration for teaching, research or other more general institutional management.

The aims of the track were to share experiences and learn how to make academics' perspectives of operations management more relevant to practice whilst remaining academically rigorous, how to increase and improve collaboration between academics and professionals, and to increase the impact which operations management can have beyond academia. They invited papers that:

- described the process of successful practice based research and teaching
- discussed the do and don'ts of engagement with industry and professionals
- advised on intellectual property issues, contractual terms and conditions etc.
- revealed which sort of methodologies work effectively and why
- investigated which theories are and aren't contemporary and relevant
- guided data collection and data validation
- informed how to make reciprocal knowledge transfer partnerships work
- advised how universities should attract more industry and professional interactions
- reported on action research processes
- advised on how to manage co-authorship with people from industry
- report on innovative industry based teaching methods, and
- enlightened the valorisation process to ensure academia, industry and the wider society benefit through mutual collaboration.

This stream was not focused upon the outcomes of applied research or teaching per se. Instead it aimed

to focus on engagement approaches, methods and good practices by which they are effectively delivered. Novel international, inter-disciplinary and multi-disciplinary approaches were discussed where many papers were co-authored with people from industry and professional organisations. Action research approaches were popular.

As a result, interactive and lively sessions were held where a small and growing number of people actively participated. Sub-groups have already begun to form around teaching, research and general institution management. In particular the sessions addressed the impact agenda of the REF and also the issues around the new incoming TEF for operations management in the UK and other similar emerging forces in other countries.

After some debate in the groups Ben and Jan decided that it would be most suitable to have a regular open track in the annual EurOMA conference from now onwards to cover such issues rather than have a separate event; as this would make most use of peoples' time and resources. Therefore, at EurOMA'17, in Edinburgh you will find a new regular track on this topic (Track 42 on the conference submission page).

Ben and Jan look forward to getting your submissions. Remember you can write papers on the subject outcomes of your research and submit them to another track and also come along to this track to present or discuss how you did your work. By doing so we hope to be able to strengthen practical and grounded approaches to operations management research, and form a collegiate group who can develop and champion this style of operations management pedagogy, research and engagement.

Ben and Jan want to emphasize that this is an OPEN TRACK – open to all – and not restricted by special invitation. If you wish to discuss any topics relating to this track, please feel free to contact Ben Clegg or Jan Olhager at b.t.clegg@aston.ac.uk and jan.olhager@tlog.lth.se.

TEACHING CORNER SECTION

2016 NIGEL SLACK TEACHING INNOVATION AWARD

By Max Finne, Warwick Business School, Coventry, UK

My awarded EurOMA conference paper is based on the idea of looking at Flipped design of university teaching from a Service Operations Management perspective. When reviewing lots of literature on Flipped classroom/learning approaches, I have noticed the lack of studies regarding its implications on teaching provision processes and operations. As I've been researching various types of service processes through the career, I wanted to develop a better understanding on how the pedagogic innovations change the value provision, resource usage and productivity of the core service production processes of our universities.

We have developed first-hand experience on applying Flipped classroom teaching in Warwick Business School, together with my colleagues Dr. Mark Johnson and Dr. Mehmet Chakkol since the beginning of 2015. We also accumulate an immense amount of data on the learning strategies of students, their interaction with study materials, their study performance and satisfaction. This is greatly thanks to the amazing support provided by our Teaching and Learning Support with colleagues such as Maria Walker. Their help has enabled us to focus on developing the teaching innovations to deliver maximum value to the students, carry out research on the effects of the innovations and further

developing the approaches based on the research findings. To me, this really means closing the loop between world-class teaching and cutting edge research, in many ways.

The EurOMA paper presents a way to analyse teaching operations productivity bottlenecks and redesign traditional lecturing-based delivery with the help of modern technologies. It shows how Flipped delivery may improve the productivity of teaching operations to benefit the resource-strained education sector in the UK. The implications of raising the process efficiency to a different level indicate that possible inability to apply teaching innovations and new technologies may drive the education provider out of business, as the sector is likely to experience intense structural changes as a result of these developments and the deregulation of the sector. On the other hand, institutes that take full advantage of the possibilities ahead may be able to significantly increase their market share and tap new potential, for example, in the digital market place.

Fascinating times ahead of us, and in Warwick Business School we intend to position at the very front line of the change.

PAST CONFERENCES AND EVENTS

23RD INTERNATIONAL ANNUAL EUROMA CONFERENCE – TRONDHEIM, NORWAY

By Heidi Dreyer, NTNU, Trondheim, Norway

The 23rd EurOMA Conference was hosted by the Norwegian University of Science and Technology (NTNU) from the 17th to the 22nd of June in Trondheim, Norway. EurOMA2016 was organized by Heidi Dreyer (Chair of scientific program), Torbjørn Netland (Chair of communication) Luitzen de Boer (Chair of logistics), and Jan Ola Strandhagen (Chair of finance).

The conference call for papers attracted 645 abstracts, which in the end resulted in 395 full papers scheduled in the scientific programme, which was split between 139 parallel sessions. In total a number of 559 delegates from 41 countries visited Trondheim in June.

Conference theme: The conference theme was *Interactions* which reflected on the interactive nature of operation management; the applied and multidisciplinary research performed in close collaboration with industry, the empirically based research with high relevance for practitioners, and the collaboration between industry, academia and funding bodies. The research presented in the papers touched most of the classical OM topics. Among them, the most numerous were Sustainability in Operations and Logistics (48 papers); Supply Chain Management (27 papers); Innovation, Product and Service Development (32 papers); and Lean Operations (39 papers).

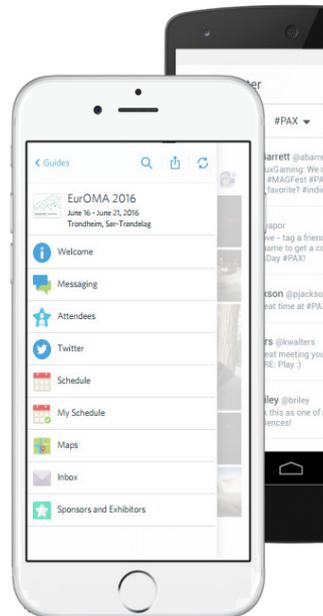
Keynotes and special sessions: Two keynote speakers, professor of global manufacturing, Kasra Ferdows from Georgetown University, Washington D.C. and the chief communication officer of Marin Harvest ASA, Kristine Gramstad Wedler, provided insightful reflections on the conference theme from their academic and industry perspectives respectively. In addition, there were 9 Special Sessions providing unique opportunities for engagement and insights on teaching in OM, Interface of OM and finance, Operations and SCM in engineer-to-order industries and Supply Chain Operations for a Circular Economy. Also, the Scientific Programme included the “Meet the Editors” session with editors and co-editors from 7 top OM journals. New for this year was the panel debate on Industry 4.0, where a panel

of representatives from industry and academia discussed the impact of new technology on operations management. During the debate the audience was “interacting” with the panel by responding to an online poll.

Pre-conference programme: Three important events preceded the main conference programme. Firstly, 45 PhD Students attended the Doctoral Seminar, which was led by Pär Åhlström and assisted by a faculty of 8 leading OM scholars. Secondly, the Publishing Workshop, led by Cristina Gimenez, Juliana Hsuan, Cipriano Forza, Jan Olhager, Dirk Pieter van Donk, Steve Brown, and Chris Voss, was attended by 21 delegates and finally the Young Scholars Workshop, led by Harry Boer and with the participation of Federico Caniato, Des Doran, Rui Sousa, and Dirk Pieter van Donk, attracted 19 young scholars.

The conference app: This year EurOMA went mobile.

The two PhD students Taravatsadat Nehzati and Kasper Kiil developed an app with the Guidebook platform. The app contained everything that was needed to know about the conference; the program schedule, locations, papers, maps and dinners. Further it gave the participants possibility of finding rooms, making personal schedules to join different sessions, search for presentations and participate in online polls. The app was more than well received by the delegates. It was downloaded by 476 delegates with an average usage of 10 times per day per user. This strongly indicated the interest in using smart technology and proved the usefulness of the functionality of the app.



Social programme: Several musical performances enriched the conference during the opening, reception and closing session. On Sunday evening the delegates were invited to a welcome reception before an organ concert in the Nidaros Cathedral. Conference Dinner was held on June 20th at Clarion Hotel, and guests were entertained by Joakim Røbergshagen (violin) with Mona Spigseth (piano) performance of some niche classic pieces and ended up with some electro pop hits by Rytmeklubben.

Conference closing: At the closing ceremony best paper awards were presented. Andy Neely, the retiring president of EurOMA introduced and welcomed the new president, Giovanni Perrone. The president thanked the EurOMA 2016 Norwegian team and introduced the Scottish team organizing EurOMA 2017. The conference closed with a local and a regional tour to get a glimpse of both Norwegian heritage and manufacturing industry.

The EurOMA 2016 conference chairs would like to sincerely thank all the delegates, colleagues, indi-

viduals, and organizations that helped to make this event happen. They include the EurOMA Board and its Event and Meetings Team, the Scientific Committee, the Keynote Speakers, the contributors to the Special Sessions, the Session Chairs, the Review Committee for the Chris Voss and Harry Boer Best Paper Awards, the Local Organising Committee, the EIASM and NTNU Videre for making this event possible.



ORGANIZING EUROMA 2016: BEHIND THE SCENES

By Torbjörn Netland, ETHZ, Zürich, Switzerland

(this article appeared on www.better-operations.com on June 29, 2016)

In June 2016 we organized the 23rd EurOMA 2016 conference at NTNU in Trondheim, Norway. Although EurOMA offers a comprehensive manual for organizing these events, someone still has to do the job... Here are some key learning points from our side.

Team up

Organizing a 500+ academic conference with 20 parallel session tracks is a daunting task. I advise no one to do it alone. The first thing we did was to establish the local committee. We split the leadership into four chairs: scientific program, finance, logistics, and communication. About ten other local people took responsibilities for specific events and tasks (e.g. accounting, pre-conference events, entertainments, tours, exhibition, web, social media, scheduling). In addition, we were quick to sign a contract with a local professional conference organizer. Speaking of contracts, we spent much time early on securing funding from sponsors. Lastly, as we were close to the conference we offered about forty students jobs as volunteers (they proved invaluable).

Local people are an absolute necessity, but we were also dependent on the usual EurOMA international scientific committee—for reviewing papers and contributing as pre-conference faculty, organizing special sessions, being session chairs, or serve on award committees. I guess about half of the 500 participants were also involved in the organization of the conference in one way or another. We surely

recommend any organizer of an academic conference to “team up”!



The workload is an iceberg

The things you see when attending a conference is only a tiny fraction of the work that goes into organizing it. It is good that the organizers do not envision the amount of work before putting in a bid—if they did, not many would apply. We had more than 50 meetings in smaller work groups and 10 extended

organizing committee meetings in the ten months prior to the conference. All the individual work comes in addition, which I guesstimate to a few thousand hours in total. In other words, a serious investment of time and efforts from many people.

The saying “the devil is in the details” was probably invented during a conference. Try scheduling 400 papers and 100 session chairs into 20 parallel sessions on three days—sorting on themes, avoiding overlaps, and accommodating a myriad of special wishes. Even a trivial thing like signing turned out to need special attention and dedicated resources. In addition comes all the things you do not foresee. In our conference for example, we got an issue with locked doors and lack of toilet paper. Good then—because we had “teamed up”—we fixed all issues just before the delegates noticed them.



Participants create the quality

No conference is better than its participants are. In EurOMA we have a tradition for double-blind reviews of extended abstracts. We also require full papers for accepted abstracts. This two-step process certainly helps ensure a good quality of the content. Moreover, we handpick session chairs well before the conference. We particularly asked all session chairs to prepare good introductions and questions to each paper and to stimulate a good discussion among session attendants.

One thing is to have quality. Another thing is to let participants know where to find it. Communication is essential for a smooth conference experience. We used web, emails and twitter prior to the conference, printed a conference book, and had a physical sec-

retariat during the conference. More creatively, we developed a conference app together with Guidebook. Over 400 of the participants, twice as many as we hoped for, used it. The app proved to be very helpful. Important notifications were pushed to all users (for example, location for key events), special sessions integrated live polls, and last-minute changes in the program were instantly updated and available to all.



Make it social and fun

Creating good scientific content should be expected in an academic conference. A bigger challenge is to make it pleasant and fun. That challenge starts with food. People always remember if the food is below standard, so we were not willing to compromise with the quality of the food. Do not forget the vegetarians, the vegans and the traditions of different religions. Hungry academics are not exactly the friendliest discussants, so we made coffee, fruit and nibbles available in breaks. (Note that this is where the earlier point about securing sponsorship kicks in).

Most conferences include a gala dinner—the icing on the cake. Ours did too. The gala dinner is surely not the place to save, so we went all in with food, drinks and entertainment. I am proud to report that we got over hundred academics to dance to the tunes of a modern electropop band (Rytmeklubben)—even before we served dessert. It is our hope that the participants of EurOMA 2016 in Trondheim will remember it for a long, long time.



See you in Edinburgh in 2017!

YOUNG SCHOLARS WORKSHOP – DESIGNING AND DEVELOPING RESEARCH PROJECTS IN OPERATIONS MANAGEMENT

Targeted at young academics in general and alumni of the EurOMA Doctoral Seminar in particular, the EurOMA Young Scholars Workshop is conceived as a way to support the career development of young scholars in the field of operations management (OM) by teaching and sharing with them major skills needed in an academic career. Furthermore, the initiative is aimed at developing the community of young OM scholars, keeping the network alive and providing opportunities to meet and discuss relevant topics.

The EurOMA2016 Young Scholar Workshop was arranged on Sunday June 19th at NTNU, Trondheim, Norway, Realfagsbygget.

The topic of the 8th Young Scholar Workshop was “Designing and developing research projects in Operations Management – from concept to publication”.

The Young Scholars Workshop is aimed at young scholars, who have completed their PhD studies and are pursuing an academic career.

9TH WORKSHOP ON JOURNAL PUBLISHING IN OPERATIONS MANAGEMENT

By Juliana Hsuan, Copenhagen Business School, Copenhagen, Denmark

The ability to write and publish research papers in high-quality international journals has become a central skill for academics at all levels. Given the importance of publishing to its members, EurOMA has been organizing the Publishing Workshop since 2008. The purpose of the workshop is to provide guidance by experienced scholars and editors on how to publish in leading journals in our field.

In 2013 we started to offer the workshop in two modules, Module 1 and Module 2. Module 1 takes place at EurOMA annual conferences. The purpose is to provide broad guidelines to develop the conference paper into a journal paper. Module 2 takes place in ESADE Barcelona, Spain, late October or early November, and it aims to provide an in-depth review of the full paper and help authors to develop this paper into a journal-level submission.

Academics with high levels of experience in editing, reviewing, publishing in the best Operations Man-

agement journals act as faculty at both modules of the workshop. Allocation of papers to the individual faculty members is based upon perceived fit among the papers, as well as the alignment with the individual faculty’s expertise.

At the 2016 conference in Trondheim, the staff included:

- Prof. Steve Brown, University of Exeter, United Kingdom
- Prof. Cipriano Forza, Università di Padova, Italy
- Prof. Dirk Pieter van Donk, University of Groningen, The Netherlands
- Prof. Jan Olhager, Lund University, Sweden
- Prof. Juliana Hsuan, Copenhagen Business School, Denmark.

We had the pleasure to welcome 21 participants from 11 countries. The feedback received from them was very positive, as they felt that the workshop had contributed to helping them to develop their conference papers into full papers.

5TH WORLD CONFERENCE ON PRODUCTION & OPERATIONS MANAGEMENT: P&OM HAVANA 2016



by Jose A.D. Machuca, University of Seville, Spain

Almost 20 years have gone by since the first P&OM World Conference was held, and this might be a good time to think back over the reasons why the conferences were set up,

especially for newer colleagues who do not know.

P&OM had already become a key area in Business Administration by the end of the last century. However it did not enjoy the standing and recognition that it deserved compared to other disciplines, such as Marketing, Finance and Management, for example. And so, in 1998, when POMS' Martin Starr and Sushil Gupta asked me to organize the POMS International Conference, I told them that it was a good opportunity to do something new and constructive: to put forward the idea that all the P&OM Associations in America (POMS), Europe (EurOMA) and Asia (JOMSA), which were operating separately at the time, could "join forces" for the first time and hold a World P&OM Conference, which would generate synergy to the benefit of the P&OM field as a whole. They fully agreed with the idea and I was asked to approach EurOMA and JOMSA, where I had good contacts (Chris Voss and Michiya Morita), and invite them to take part in the endeavour. The respective Boards agreed. As a result, the idea behind the P&OM World Conferences was born: to launch a new kind of Conference, designed to provide: 1) a richer and wider worldwide debate and exchange of knowledge in the discipline with the large-scale involvement of fellow P&OMers from all over the world and the collaboration of P&OM leaders; 2) a major effort to enable greater worldwide networking of OM academics. With so many different Conference tasks to address, its organization would have to be underpinned by the joint work of the three Associations and their members.

The first World P&OM Conference in Seville (2000) was so successful that an agreement was struck there and then between the three associations to continue holding a Conference every 4 years (just like the Olympic Games). Their Presidents, Bob Hayes, Chris Voss and Masanori Kodama, all put their names to the agreement, literally on a barrel of sherry wine, which can still be seen in one of the most famous sherry cellars in Spain! Since then, Conferences have been held every 4 years and have all been a huge success. After Seville (2000), Cancun (2004), Tokyo (2008) and Amsterdam (2012), the time arrived for the fifth, and this was duly held in September 2016 in Havana (www.pomhavana2016.com), a mythical, spell-binding venue, designated one of the "7 wonder Cities of the World". The time had once again come to "join forces" during a period of increasing complexity in the rapidly growing field of OM!

5th P&OM World Conference: P&OM Havana 2016 (September 6-10, 2016)

The Opening Ceremony took place on September 6 in one of the main rooms of the Havana International Convention Center, which was the Conference venue. Along with the Steering Committee Chair (Jose A. D. Machuca), representatives from EurOMA (Andy Neely and Giovanni Perrone), POMS (Jeet Gupta and Sergio Gouvea), JOMSA (Masaharu Ota and Michiya Morita), and the local Committee (Jose A. Acevedo) all extended a warm welcome to participants.



The ceremony was followed by the first plenary session, a City Tour around Old Havana and a Welcome Cocktail at the Hotel Nacional.

Scientific features

The theme of the Conference was “Joining P&OM forces worldwide: Present and future of Operations Management”, embodying the spirit of the P&OM World Conferences and seeking to encourage people from all over the world to attend and collaborate. In the same spirit of cooperation and with the same aim, the Steering Committee was made up of members from the three co-organizing Associations (<http://www.pomhabana2016.com/index.php?module=committees>).

As far as the scientific side of the Conference is concerned, a huge effort was made to ignite a rich, worldwide debate. For this we were fortunate in that we were able to count on the generous participation of a large number of P&OMers from all over the world, representing EurOMA, POMS and JOMSA, who collaborated as keynote speakers or as organizers of invited tracks and sessions. The bottom line is that well-known scholars from Europe, America and Asia took part in 7 keynote sessions, 5 invited tracks and 35 invited sessions (see www.pomhabana2016.com/index.php?module=speaker and www.pomhabana2016.com/index.php?module=general10). In order to lay the ground and generate worldwide discussion on different relevant topics, a particular innovation was introduced: keynote presentations were not made by a single person, but using a panel format with three or more presenters, who set out the points of view of their respective geographic areas. Simultaneous translation was provided for the plenary keynote sessions as well as for the Opening and Closing ceremonies

The regular sessions were organized around a list of selected OM topics (www.pomhabana2016.com/index.php?module=topics). The Program Committee had 4 co-chairs, representing the three associations and a fifth one from the local team (<http://www.pomhabana2016.com/index.php?module=general6>).

602 extended abstracts were submitted and double blind reviewed by the 205 EurOMA, POMS and JOMSA members on the Scientific Committee. 377 papers were presented in 123 parallel sessions at the Havana International Convention Center over three days.

Following the tradition of the P&OM World Conferences, there were Spanish-speaking sessions. A total of 27 papers were presented in 9 sessions, 2 of them with simultaneous translation.



Two prizes were awarded: the Jose A. D. Machuca P&OM World Conference Best paper Award and the Emerald Best Paper Award (<http://www.pomhabana2016.com/index.php?module=general9>).



Four major Journals have agreed to publish pre-selected Conference papers in Special (IJOPM, IJPDLM and JOMS) or regular issues (IJPE) (<http://www.pomhavana2016.com/index.php?module=general14>). This important post-conference task is ongoing.

P&OMHavana2016 continued the tradition of being a truly World Conference. Huge European participation (58%) can be highlighted. Participants were geographically distributed as follows:

5th P&OM World Conference, Geographical Distribution of Participants

Total participant countries	38
Total participants	432

Continents	Europe	America	Asia	Africa	Australia
Countries per continent	19	8	7	3	1
Participants per continent	252	123	48	4	5

Country	Number of participants per Country
UK	61
USA	58
Germany	30
Spain	30
Sweden	27
Cuba	27
Japan	27
Denmark	22

Finland	17
Netherlands	15
Brazil	15
Turkey	8
Colombia	8
China	8
Ireland	7
Italy	7
Norway	7
Canada	6
Honduras	6
India	6
Australia	5
Austria	4
Belgium	4
France	4
Switzerland	4
Romany	2
Mexico	2
Bangladesh	2
Israel	2
South Korea	2
South Africa	2
Croatia	1
Slovenia	1
Hungary	1
Ecuador	1
Singapore	1
Nigeria	1
Egypt	1

Networking

In keeping with the aims of the P&OM World Conferences, special attention was also paid to enable the best opportunities for networking at a wonderful and exciting location. Included in the Conference fees, and with joint activities almost every day, a carefully-designed Social Program played a major role, starting with a bus and walking tour of Old Havana (www.oldhavanaweb.com), a UNESCO world heritage site where the past lingers in the air (rumba riffs, vintage cars, historic forts, museums and beautifully restored architectural gems), followed by The Welcome Cocktail to the sound of live Cuban music at the Hotel Nacional (the icon of Havana hotels). The Conference dinner was held at the Tropicana Cabaret (a quite unique spot in the world for enjoying music and Cuban folklore), where we were also treated to a show (www.cabaret-tropicana.com). The cabaret showcased a kind of sequin-and-feather musical theater that would later be reproduced in Paris, New York, and Las Vegas. The Farewell Cocktail was held at the Havana International Convention Center hotel, once more to live Cuban music. The conference ended with a tour of the Viñales National Park (one

of Cuba's most magnificent natural settings and a UNESCO World Heritage site, <http://pnvinales.webcindario.com/>), including a visit to a tobacco plantation (with an in situ demonstration of how Havana cigars are produced). The tour finished with a typical Cuban lunch to the sound of live Cuban music. Some networking pictures are shown at the end.

Conference evaluation

A survey has been given to participants to gauge satisfaction and the extent to which the conference goals were accomplished. Although I will try to give full results in the next Newsletter, some of the overall headline results are included below (from a representative 35% response rate). Questions were measured on the following scale: 1(poor)-2 (fair)-3 (good)-4 (very good)-5(excellent).

The survey results show a very high degree of satisfaction: the Conference as a whole was very well considered (Good (26.8%)-Very good (45.6%)-Excellent (22.1%), as were two major aspects relating to P&OM World Conference aims: the sessions (Good (34.7%)-Very good (42.2%)-Excellent (14.3%) and the networking/Social program (Good (17.8%)-Very good (35.6%)-Excellent (40.4%)). Two other important aspects relating to the human factor also scored highly: organization (Good (21.6%)-Very good (40.5%)-Excellent (23.6%) and the closeness and kindness of the organizers (Good (16.4%)-Very good (34.2%)-Excellent (39.%).

Final remarks

This P&OM World Conference has had to contend with a number of factors that might have undermined its success, including: not being organized jointly with the Annual Conference of one of the Associations (and with a EurOMA conference having been held just 2 months before); the dates (at the beginning of September work has already started at most Universities and in Cuba it is the hurricane season); difficulties for US citizens to travel to Cuba; and, above all, Cuba's deficient infrastructure, which made the organization of this Conference the most challenging and time demanding that I have ever experienced.

Fortunately on the plus side there were also some very positive factors, such as the location and the scientific and social programs. And no less important- there has been the collaboration of so many friends and colleagues from all over the world. The survey results show that the Conference has been a great success in spite of the difficulties found for its organization.

As Steering Committee Chair, I would personally like to thank all the people and organizations that made this conference possible. They include the Steering Committee that I represent, appointed by the three

Organizing Associations (EurOMA, POMS and JOMSA), the Program and the Scientific Committee (with special thanks to Gerald Reiner and Cesar Ortega), the local Organizing Committee (with special thanks to José Acevedo, Martha Gómez and Roberto Cespón), the Keynote Speakers and the organizers of invited Sessions, the Session Chairs and the Best Paper Awards Review Committees. I would also like to thank the EIASM team (and particularly Ene Kannel), with whom we have worked closely and with such great efficiency. I also gratefully acknowledge the financial support of our sponsors (EIASM, Emerald, UNIA). And finally, thank you to all the participants at the 5th World P&OM Conference for joining forces with us in this challenging experience and sharing your OM knowledge with scholars from around the world in a discussion about the present and future of OM.

I think the Conference can be said to have been a success and I would like to stress that it has been important to have this P&OM World Conference in a country like Cuba because:

1) It has allowed 27 Cuban academics to attend such an important Conference and enabled them to network with over 400 P&OM scholars from all over the world. This would have been impossible if the Conference had taken place in a developed country

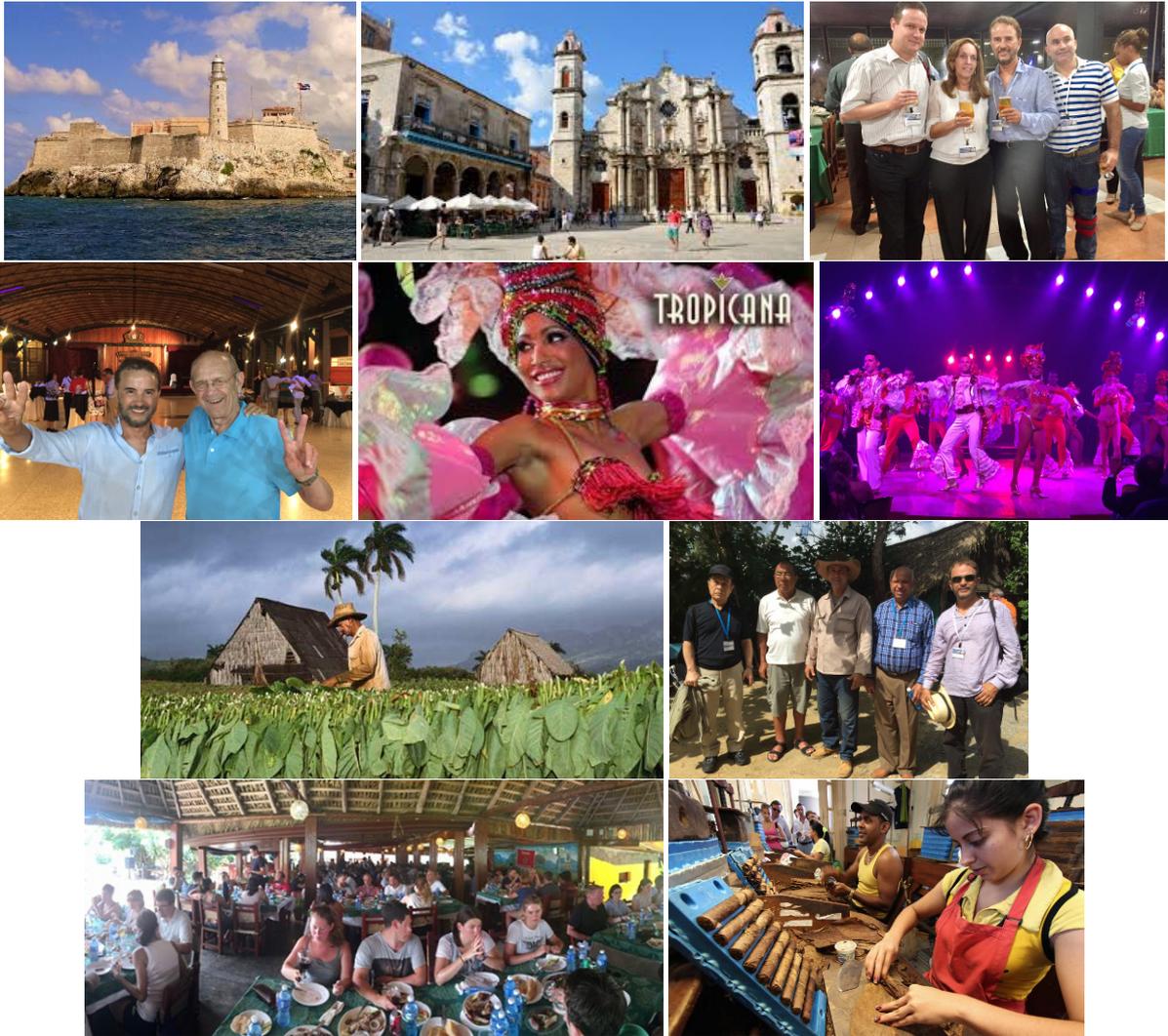
2) It has shown us what it is like to arrange Conference activities in a very challenging environment. And also to better understand how difficult it is for our Cuban colleagues to carry out their daily work under such difficult conditions, with a scarcity of resources that we cannot even begin to imagine in developed countries. This is why we must show such great appreciation for their good work, their friendship and their kindness.

3) It has enabled us to provide a better service, including a wide variety of social activities at no additional charge to standard Conference fees. And, in spite of this, the Conference has made a profit that has enabled us to set up a Logistics and Supply Chain Management laboratory at the Technological University of Havana (CUJAE). This would not have been possible without the Conference. On behalf of EurOMA, POMS and JOMSA, I have to say that this is one of the very best outcomes of the event. This Conference and all those who took part in one way or another have contributed to enhancing our Cuban colleagues' research resources and that should make us all extremely happy.

The time and effort devoted to the 5th P&OM world Conference was worthy. My thanks to all those who made this possible by "joining forces" at the 5th P&OM World Conference.



Some Networking Pictures



FUTURE CONFERENCES AND EVENTS

24TH INTERNATIONAL ANNUAL EUROMA CONFERENCE - EDINBURGH, UK

Inspiring Operations Management

Heriot Watt University
Edinburgh, Scotland

Main conference: Monday 3 July - Wednesday 5 July

Pre-conference workshops: Saturday 1 - Sunday 2 July

Site visit: Thursday 6 July



Yes you read that right, the 24th EurOMA conference starts on a Monday, hosted by Heriot Watt in Edinburgh's Old Town - so please adjust your travel plans to a Monday, or weekend if you are attending any pre conference workshops. Also, if you also wish to take up a site visit, then that will be on Thursday 6th July. By popular demand, we have organised a visit to a whiskey distillery, including whiskey tasting - so book the dates 1st to 6th July 2017.

Conference theme - Inspiring operations management

In 2005 the late Sumantra Ghoshal challenged the pessimism and gloom behind most management theory and its pernicious influence on management practice. 'Currently influential theories of business and management... [converge] ... on a pessimistic view of human nature, on the role of companies in society, and of the processes of corporate change and adaption'. Our theme of Inspiring Operations Management is inclusive both of the operations that we have studied or observed that inspire us, but also the inspiration that we as an OM community must offer to others.

Our city, Edinburgh is itself an inspiration, a stunning cityscape. A city divided between the New Town - a Georgian masterpiece and the antiquity of Old Town - together both are listed as a UNESCO World Heritage Site. As a venue Edinburgh offers a national capital, the home of the Scottish Parliament. The city's combination of new and old sports a thriving global financial services sector and a tourist industry catering to one million visitors a year.



Statue of Adam Smith, Old Town, Edinburgh, Scotland

Conference Venue

The main conference will be held in the Edinburgh Festival Theatre and Surgeons Hall, situated in the heart of the city, and less than 10 minutes walk from the main conference hotels. Designed by William Playfair in 1832, Surgeon's Hall is of historic significance and home to the Royal College of Surgeons and Surgeons Hall museum. Across the road, the Edinburgh Festival Theatre has impressive views over the city to Arthur's Seat, and has hosted famous acts, from Laurel and Hardy and Judy Garland to John Cleese and David Bowie.

Getting to Edinburgh

Edinburgh has its own international airport with flights from 120 destinations worldwide including direct flights for example to Amsterdam, Dublin, Paris CDG, Frankfurt, Geneva, New York (Newark), Palma, Madrid, and Krakow. In addition Edinburgh has the rail and road transport links expected of a twenty first century capital including a state of the art tram system connecting the airport to the city centre launching in 2014.

Being, Eating and Drinking in Edinburgh

In terms of things to see and do there is the iconic Edinburgh castle which has brooded over the cityscape for centuries, the Royal Yacht Britannia, National Art Galleries ancient and modern, world class museums, a must see Camera Obscura, beautiful Parks set in the uplifting humanistic Georgian architecture. As a shopping and tourist destination Edinburgh is one of the highlights of the UK for overseas visitors with many of the top designer names having shops in the capital as well as many selling traditional highland and lowland clothes including the famous Scottish Tweed. Edinburgh has all the restaurants, pubs and clubs that a capital city focused on financial services would support. Scotland boasts some world famous foods; fresh Scottish mussels, Scottish salmon, Aberdeen Angus Beef and of course Scotland is the home of whisky but we should also mention the quality of Scottish water.

Important dates

Submission dates

- 24 January 2017 – Deadline for submission of abstracts
- 27 February 2017 – Notification of decision
- 18 April 2017 (noon CET) – Submission of final papers & early bird registration closes



Festival Theatre – conference refreshments, publishers' stalls and plenaries – with across the road a view of Conference venue – Royal College of Surgeons Hall.

Conference dates

- 1–2 July 2017 – Doctoral Seminar
- 2 July 2017 – Publishing Workshop
- 3 July 2017 – Young Scholars' Workshop
- 3-5 July 2017 – Main Conference
- 6 July 2017 – Tours and site visits

As well as the conference dates:

- Doctoral workshop: 1-2 July 2017
- Publishing workshop: 2 July 2017
- Young scholars' workshop: 3 July 2017
- Welcome reception: 3 July 2017
- Main conference: Monday 3 - Wednesday 5 July 2017
- EurOMA Annual General Meeting: 4 July 2017
- Conference dinner: 4 July 2017, Dynamic Earth, Edinburgh
- Tour visit: 6 July 2017

We would like to thank our sponsors **MarketingEdinburgh** and **VisitScotland** for the use of their images of Edinburgh and Scotland.

Further information on **visiting Scotland** can be found at:

<https://www.visitscotland.com/>

Further information on **visiting Edinburgh** can be found at:

<http://www.marketingedinburgh.org/>

Further details of **EurOMA hosted by Heriot Watt** can be found at our website:

<http://euroma2017.org/>



Festival theatre Auditorium for plenaries



Conference Dinner, 4th July, Dynamic Earth, Edinburgh



Edinburgh street scene – Victoria Terrace



Edinburgh – world's largest annual cultural festival (August)

2017 EUROMA YOUNG SCHOLAR WORKSHOP

July 3, 2017

Edinburgh, Scotland

The EurOMA Young Scholars Workshop is targeted at young OM academics in general and alumni of the EurOMA Doctoral Seminar in particular.

This activity is conceived as a way to support the career development of young scholars in the field of Operations Management by teaching and sharing with them the major skills needed in an academic career, such as supervising Master and PhD students, reviewing and writing papers, networking, teaching, etc. Each year one of the above subjects is developed on a rolling base. At the same time, the initiative is aimed at developing the community of young OM scholars, keeping the network alive and providing opportunities to meet and discuss relevant topics.

The workshop

Date: Monday 3rd July 2017

Theme: Career Development – managing your way through academia

Time: 09.00 – 13.30

Location: exact room TBC, but at the Royal College of Surgeons, Edinburgh

Cost: included in the conference fee

As a young academic, you may go many different ways, into teaching/research, consultancy, business, of course, or a more administrative role at your university. Each of these options represents different challenges. In addition, different countries have different ways of approaching, and different expectations regarding, the development of their junior staff.

The workshop features presentations from more experienced academics with a background in Operations Management, in different stages of their careers, from different countries, following different career paths, and representing both genders. In addition, a wider and even more diverse group of

scholars will take part, as a panel, to engage in a Q&A-like discussion, allowing you to learn about their experiences. Of course there will be ample opportunities for networking, one of the key overall objectives of the Young Scholars Workshops.

As soon as the presenters and panel members are known, their names and some details will be posted here.

The number of participants is limited to 30 people. Professor Harry Boer from Aalborg University is responsible for the organization of the workshop.

Target group and eligibility

The target group of the workshop is young OM academics who aim at a continued academic career. Priority is given to EurOMA Doctoral Seminar alumni. At least two years involvement in academic job activities is required, e.g. supervising and teaching, apart from the applicant's own PhD research project.

The 2017 workshop is open to EurOMA members participating in the 2017 annual conference, who have presented their PhD thesis in or after 2012.

Application process

- Young scholars who participated in the 2016 workshop will receive an invitation and have to confirm their participation in the 2017 workshop by sending an e-mail to hboer@business.aau.dk before May 5, 2017.
- First time applicants are requested to send a CV and proof of their EurOMA membership by e-mail to hboer@business.aau.dk before May 5, 2017.
- Notification of acceptance will be sent out not later than May 19, 2017.

Contact

Professor Harry Boer

Center for Industrial Production, Aalborg University.

E-mail: hboer@business.aau.dk.

8TH EUROMA SUMMER SCHOOL

June 25 – 29, 2017
 Letterkenny Institute of Technology (LYIT)
 Letterkenny, Ireland

Why Attend?

Are you at the beginning of your PhD study or research career in the area of operations or supply chain management? Have you found the right topic? Do you know if you have an interesting topic? Do you know where to start your research? Have you defined your “research question”? Do you know any peers that face the same challenges as yourself?



If these questions sound familiar to you, then this Summer School is the next step in your PhD study or research career. The 8th EurOMA Summer School will be a unique learning experience for anyone who has an interest in empirical research at both the operations and supply chain level. The interaction with faculty members will help students define relevant research topics and give them an opportunity to network, not only with their peers, but with leading researchers in the operations management community.

The 8th EurOMA Summer School will aim to address diverse research needs in Operations and Supply Chain Management (OSCM). The main objectives are:

- To develop a common knowledge base within the community of PhD students in operations and supply chains;
- To help PhD students and young researchers in defining relevant research topics and under-

standing the complex and relevant links with other research streams;

- To foster the development of a network of young researchers in the field of OSCM which could become a forum for exchanging ideas and building research collaboration.

The sessions will provide an overview of the knowledge and research in OSCM, and will draw on the expertise of speakers from around the world. Each one-day module will be devoted to a specific area and will feature interactive lectures, case studies, teamwork, presentations and discussions.

Programme Overview

Day	Area	Speaker	Social Events
Saturday, June 24	Arrival, registration and welcome reception (@18.00)		
Sunday, June 25	Sustainable Supply Chain Management	Prof. Mark Pagell, University College Dublin, Ireland	Orientation Pub Tour
Monday, June 26	Performance Measurement	Prof. Andy Neely, University of Cambridge, UK	Lean Operations in Action (Factory visit)
Tuesday, June 27	Supply Chain Integration	Prof. Dirk Pieter van Donk, University of Groningen, Netherland	Irish Music Night
Wednesday, June 28	Operations Strategy	Prof. Chris Voss, London Business School, UK	Farewell Dinner
Thursday, June 29	Global Operations and Supply Chains	Prof. Kasra Ferdows, Georgetown University, U.S.	
Friday, June 30	Optional Day trip: Wild Atlantic Way (TBC)		
Saturday, July 1	Departing – perfect day to leave for EurOMA main conference and there are cheap flights from Dublin or Belfast to Edinburgh!!		

Registration and other info at the page

<http://www.euromasummerschool2017.ie/>

Eligible candidates are PhD students in Operations and Supply Chain Management area from all over the world. Applications from young researchers and practitioners, may also be considered.

The registration deadline is March 31, 2017.

4TH INTERNATIONAL EUROMA SUSTAINABLE OPERATIONS AND SUPPLY CHAINS FORUM

February 27-28, 2017
Politecnico di Milano
Milan, Italy

The increasing interest on Sustainability in OM and SCM since the late '90s has challenged companies to expand their priorities to the triple dimensions of social, environmental, and economical performance. Previous editions of the forum were very successful, with the involvement of more than 150 researchers from more than 20 different countries.

The next forum will be held in February 2017 in Politecnico di Milano – School of Management (Milano). The topic of the forum will be: The challenge of sustainable innovation: the role of OM and SCM. Typical questions to be discussed are: How sustainability in OM and SCM, in different industries, could foster innovation? Which are innovative business models for implementing sustainable innovation in OM and SCM? Does sustainable SC performance improve when pursuing innovation? What are the appropriate research methodologies to apply? Potential contributions related to such challenges and opportunities are specifically welcome but they are not restricted to these.

The forum targets all researchers interested in the Sustainable Operations and Supply Chains area who would like to contribute to knowledge with their recent work, seek opportunities to interact with other colleagues, explore future research avenues around the topic and channel their views. The event fosters in-depth discussions of the field in a small setting, with potential for generation of new insights, collaboration opportunities and future research topics.

Deadlines to not forget:

- Deadline for abstract submission: November 7, 2016
- Notification of acceptance: December 2, 2016
- Full paper submission and Registration: January 22, 2017
- Conference dates: February 27 and 28, 2017

Additional information about the forum is available at: www.euroma2017.polimi.it

Organizing Committee:

- Raffaella Cagliano, Politecnico di Milano

- Federico Caniato, Politecnico di Milano
- Antonella Moretto, Politecnico di Milano
- Annachiara Longoni, ESADE Business School – Universitat Ramon Llull
- Linda Hendry, Lancaster University Management School
- Stefan Seuring, University of Kassel

Scientific Committee

- Raffaella Cagliano, Politecnico di Milano
- Cristina Giménez, ESADE Business School – Universitat Ramon Llull
- Linda Hendry, Lancaster University Management School
- Robert Klassen, Ivey Business School
- Annachiara Longoni, ESADE Business School – Universitat Ramon Llull
- Donna Marshall, UCD Michael Smurfit Graduate Business School
- Mark Pagell, University College Dublin
- Stefan Seuring, University of Kassel
- Mark Stevenson, Lancaster University Management School
- Anne Touboulic, Nottingham University Business /School
- Taco van der Vaart, University of Groningen
- Dirk Pieter van Donk, University of Groningen
- Helen Walker, Cardiff Business School



9TH SERVICE OPERATIONS MANAGEMENT FORUM (SOMF)

Driving Competitiveness through Servitization: The Impact of Interconnectivity and Big Data Analytics

January 19-20, 2017
Copenhagen Business School
Frederiksberg, Denmark

Copenhagen Business School is celebrating its 100th anniversary in 2017. It is our pleasure to host the 9th Service Operations Management Forum during this auspicious year. This is a joint EurOMA and EURAM initiative, supported by CBS Competitiveness Platform.

Servitization, or adding services to the manufacturing product, has become a strategy for increasing financial margins, getting closer to the customer and prolonging product lives. A growing share of the revenue of manufacturers is generated from services often with a potential for earning higher margins. However embarking on the servitization journey is not an easy task. Not only do firms need to learn and accept new paradigms, they need to stay proactive and innovative in order to compete, and even to survive. In doing so, firms have to align servitization with operations strategy and make the right choices and tradeoffs between performance objectives, such as cost efficiency, quality, speed, flexibility, dependability and innovation.

There are a number of opportunities and challenges when implementing servitization. Advancement in the information and communication technologies has enabled seamless modes of communications and information exchange channels, both in breadth and in depth. The vast amount of data generated provides manufacturers the opportunities to capitalize on such data, but many manufacturers don't quite know how to do it. One challenge is the growing operational complexity associated with big data analytics and digitalization.

The aim of the Service Operations Management Forum is to create an enriched opportunity for participants to debate as well as to share knowledge and experience in servitization. Topics for the forum include, but are not limited to:

- The role and impact of digitalization
- Big data analytics
- Extension of business models
- Emergence of ecosystems

- Extending value propositions
- Service and product design strategies
- Pricing
- OPEX and CAPEX
- Strategic considerations
- Change management
- Performance measures
- Contracting risks
- Total cost of ownership and life cycle cost analysis
- Human resource management
- Operations strategies

We invite academics, practitioners, and doctoral students to submit working or research papers. We also welcome proposals for special sessions. Participants are expected to submit an extend abstract of maximum 2,000 words. Note that abstracts rather than full papers are requested. The participation fee is €200 plus VAT (25%). Details on online submission and registration for SOMF will be available in September 2016, at www.somforum17.cbs.dk

Key deadlines:

Submission of extended abstract: October 9, 2016

Notification of acceptance October: 17, 2016

Registration: October 28, 2016

SOMF January: 19-20, 2017

In conjunction with this event, we are also hosting the 7th International Seminar on Service Modularity, at CBS, January 17-18, 2017. Participation in the seminar is free, but registration is required.

More information can be found at:

<http://www.cbs.dk/en/knowledge-society/business-in-society/competitiveness/eventsand-activities>

Organizing team and contact information:

The SOMF and the Seminar on Service Modularity are organized by the Servitization team at the Operations

Management Department, CBS
(<http://blog.cbs.dk/servitization/>).

Please feel free to contact us to get more information about the forum:

Juliana Hsuan
Professor
Tel.: +45 3815 2441
Email: jh.om@cbs.dk

Thomas Frandsen
Assistant Professor
Tel.: +45 3815 2930
Email: tfr.om@cbs.dk

Pernille Nielsen
Administrative support
Tel.: +45 3815 3666
Email: pen.om@cbs.dk

7TH INTERNATIONAL SEMINAR ON SERVICE MODULARITY

Architectures, Platforms and Interfaces

January 17-18, 2017
Copenhagen Business School
Frederiksberg, Denmark

Background for the Seminar

The International Seminar on Service Modularity is organized annually, bringing together contributions related to service modularity research on a wide range of areas, from new ideas to more developed research. The seminar is characterized by lively discussions among academics and, reflecting the growing importance of the topic, has evolved into a research community linking researchers studying service modularity. The seminar series started in Copenhagen Business School in 2010 and subsequent seminars were held in Helsinki (twice), London, and Hamburg.

Aim of the Seminar

The 7th International Seminar on Service Modularity will be held on January 17-18, 2017 at Copenhagen Business School. The aim of the seminar is to foster discussions on service modularity and related research topics beyond disciplinary boundaries. We warmly welcome all scholars who are interested in the development and application of modular principles and practices in services.

The seminar is open to researchers interested in this research area and seeking to develop their research papers. As the topic is emerging and evolving into other fields, presentations and discussions on all different viewpoints related to service modularity are welcome. Doctoral students and junior faculty are especially encouraged to submit a paper. One of the objectives is to support doctoral students with their research by providing the opportunity to get feedback from senior researchers. In order to maximize the feedback for attendees, each participant is expected to act as a discussant for a maximum of two papers. Papers will be assigned about one month before the seminar to allow discussants to review them.

Paper submission

Contributors are invited to submit an extended abstract (500-800 words) for consideration for inclusion in the program by October 30, 2016. After notification of acceptance, contributors are expected to submit a full paper by December 11, 2016.

The full paper can be based on conceptual or empirical research, and can either be a working document or a relatively well developed paper. It can also be either an effort of an individual researcher or done in collaboration with a research team.

Contributors

While the senior faculty is very welcome to submit and present contributions on their latest ideas and research on the topic, their specific role will be to offer advice and guidance for the younger scholars. Those who have already committed to the continuity of the seminar series include Professor Chris Voss (London Business School and University of Warwick), Professor Juliana Hsuan and Assistant Professor Thomas Frandsen (Copenhagen Business School), Assistant Professor Anu Bask, Postdoctoral Researcher Saara Brax, and Dr. Mervi Rajahonka (Aalto University), Associate Professor Manda Broekhuis and Assistant Professor Carolien de Blok (University of Groningen), Senior Lecturer Des Doran (University of Sussex), and Professor Tilo Böhmann and Regine Dörbecker (University of Hamburg).

Program and venue

The seminar is a two-day event held at Copenhagen Business School, Denmark (<http://www.cbs.dk/en>). The program consists of keynote speeches, paper/extended abstract presentations and discussions, and a dinner get-together. The dinner will be at your own cost in an affordable restaurant in Copenhagen. The detailed program will be announced later.

Registration

You can pre-register by sending an e-mail to both Juliana Hsuan (jh.om@cbs.dk) and Thomas Frandsen (tfr.om@cbs.dk) by November 6, 2016. If you wish to present a paper at the seminar, please include your contact information, research topic and an extended abstract of the paper (500-800 words). Please note that doctoral students are expected to give a presentation. If you are a senior researcher and wish to participate without presenting a paper, please include your contact information and main research topics.

The seminar is free of charge. However, the participants are expected to cover their own travel, accommodation and other living expenses. Details for accommodation and information on how to get to the venue will be provided when the paper acceptance process has been completed.

Key dates

Abstract submission: October 30, 2016
Pre-registration: October 30, 2016
Notification of acceptance: November 7, 2016
Full paper submission: December 11, 2016
Final registration: December 11, 2016
Assignment of papers to discussants: December 19, 2016
Seminar: January 17-18, 2017

Contact information of the organizers

The seminar is organized by the Servitization team at CBS (<http://blog.cbs.dk/servitization/>).

In conjunction with this event, we are also hosting the 9th Service Operations Management Forum (SOMF), at CBS, January 19-20, 2017. More information can be found at: <http://www.cbs.dk/en/knowledge-society/business-in-society/competitiveness/events-and-activities>

Please feel free to contact us to get more information about the seminar:

Juliana Hsuan
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OTHER EVENTS

1ST EUROMA DANUBE OPERATIONS MANAGEMENT WORKSHOP

30-31 March 2017

University of Zagreb, Faculty of Business and Economics
Zagreb, Croatia

Dear Colleague,

We are delighted to invite you to the 1st EurOMA Danube Operations management Workshop in Zagreb, Croatia, 30-31 March 2017. The conference will be hosted by University of Zagreb, Faculty of Business and Economics.

The theme of EurOMA workshop is Get-to-know-each-other.

The aim of the workshop is foremost to identify operations management instructors, teachers, researchers and (PhD) students in Danube region: Germany, Austria, Croatia, Slovenia, Serbia, Hungary, Czech Republic. We would like to increase the number of operations management scholars in Danube region and to strengthen their ties by forming a collaborative network of operations management instructors, teachers, researchers and (PhD) students in Danube region.

Another aim is to promote EurOMA as a leading international network of academics and practitioners from around the world who have interest in the development of Operations Management.

This workshop does not require participants to write and send abstracts and papers. It is focused on sending the vital information on operations management academics and practitioners research areas, interested collaboration areas, future research agenda, existing publications, suggestions how to foster operations management research in Danube region etc.

The topics covered by the workshop are Operations management with focus on Supply chain management, Service operations and Servitization.

Registration date:

- 31st January 2017 – deadline for registration
- 25th March 2017 – deadline for registration fee payment

Workshop dates and agenda:

1st day, 30th March 2017

14.00 – 14.15

Opening and welcome speech

Prof. dr. Jasna Prester, host Dean of Faculty of Business and Economics

14.15 – 14.45

Presentation of EurOMA and why to join EurOMA

Prof. dr. Gerald Reiner, Head of Department Operations Management and Logistics Universitaet Klagenfurt / Austria, EurOMA Board member

14.45 – 16.00

Getting to know each other – short presentation of participants and their research work (max. 5 minutes, depending on number of participants)

16.00 – 16.15

Break

16.15 – 18.00

Presentation of 3 selected topics (each max. 30 minutes with discussion)

Prof. dr. Stefan Seuring Prof. dr. Gerald Reiner prof. dr. Jasna Prester & prof. dr. Iztok Palcic

20.00

Dinner

2nd day, 31th March 2017

9.00 – 10.30

Formation of groups to discuss research topics and future research agenda (based on participants' backgrounds and wishes)

10.30 – 10.45

Break

10.45 – 11.45

Presentation of results based on group discussions

11.45 – 12.00

Final discussion and conclusions

Registration fee:

Registration fee is 50 EUR (including VAT). The Faculty will provide refreshments for two breaks and dinner at the end of first day.

Participants have to cover their travel expenses and accommodation.

Payment instructions:

Please make the payment to the account number:

IBAN: HR0723600001101351242,

SWIFT: ZBAHR2X,

Account name: Ekonomski fakultet Zagreb.

Name of the bank: ZAGREBAČKA BANKA, Paromlinska 2, Zagreb.

Call for number: 6009 Surname and Name

Faculty will provide a receipt of payment.

How to register:

You can register on our web site:

<http://www.efzg.unizg.hr/default.aspx?id=26925>

How to travel to Zagreb:

By plane - Zagreb airport

Taxi from the airport to center of the city is approximately 200 kn (app 27€), but there is a bus that goes every half an hour (30 kn) and goes to the Bus terminal in Zagreb. From there you can take tram

number 6 to the center of the city depending where you will be staying. Tram ticket costs 10 kn.

By Bus

If you arrive by bus than from there take tram no. 6 to the center.

By Car

If you travel by car make sure that your accommodation permits parking as the parking rules in Zagreb are strict.

Accommodation recommendation:

Hotel Dubrovnik

<https://hotel-dubrovnik.hr/>

Hotel is on the main square and it has parking near by, easy to get to the Faculty by tram number 17 or 1 (Station Savišće).

However, if you prefer cheaper stay I suggest AirB&B as many renters in the center of the city rent places.

We are looking forward to welcome you to Zagreb in March!

Jasna Prester (Workshop Chair),

University of Zagreb, Faculty of Business and Economics

Iztok Palčič (Co-Organiser),

University of Maribor (Slovenia), Faculty of Mechanical Engineering

CALLS FOR PAPERS

SPECIAL ISSUE OF THE INTERNATIONAL JOURNAL OF OPERATIONS AND PRODUCTION MANAGEMENT - OLD THEORIES, NEW CONTEXTS: EXTENDING OPERATIONS MANAGEMENT THEORIES TO PROJECTS

Objective

The objective of this Special Issue is to provide a forum for works at the nexus of OM and project contexts. Project contexts provide particular challenges for both theory and practice, due to the variable levels of complexity^{1,2}, present in those contexts. In addition, project contexts have received little attention in OM journals³.

For the development of OM, this represents an opportunity for theory development, testing and extension. For instance, how well do OM theories translate into the projects context? In addition, where project contexts demonstrate novel theoretical insights, these can subsequently be tested in other operations domains. Our purpose then is two-fold: to enrich the discussion of OM and Operations Strategy by focusing on a neglected context, and to develop specific insights for projects by using established OM lenses.

The papers

This SI seeks innovative research that has the potential to significantly advance the field of OM theoretically and/or practically. Papers are welcome to address but are not limited to one of the following topic areas:

1. Operations strategy for projects

Organizational aspirations for projects are regularly no more than 'internally neutral'. This presents a number of opportunities. Firstly, projects are a means by which organizational strategies⁴ and operations strategies⁵ are delivered. Secondly, (how) can organizations move from an internally neutral stance to gaining competitive advantage from their project operations⁶? This approach proved highly beneficial for both theory⁷ and practice⁸ development in repetitive operations but is still at an early stage in projects. In addition, what constitutes project (dynamic) capabilities, how are they configured, and what are the organizational design choices?

2. Projects as 'change operations'

Projects are temporary endeavors outside the routine work of the organization for the purpose of implementing change (strategic and tactical). For example, lean projects seek to improve an existing, ongoing operational process. What theories can OM offer to help with this effort in comparison to other theories of change that haven't yet been advanced by areas such as "new product development," "inno-

vation," "strategy," and "managerial change"? In addition, does an organization or an operation that is being transformed, as opposed to a product (manufacturing), a person, or ownership (service), represent a new category of general operations⁹ or perhaps a subset of service operations?

3. Temporariness in operations processes

Whilst many operations can be viewed as having a degree of permanence, most definitions of projects highlight their temporariness. Organization Studies, for instance, has approached projects by considering them as 'temporary organisations'¹⁰. How does this relative impermanence differentiate approaches to managing operations, trade-offs, and operational dynamics? Moreover, what are the particular challenges of managing temporary operations spanning the boundaries between temporary and permanent organizations?

4. Novelty in operations processes

Relative to ongoing, repetitive operations, projects tend to have higher levels of uncertainty, ambiguity and novelty¹¹. This complicates the application of conventional OR and OM approaches to modelling and optimization. How do these characteristics differentiate the approaches to planning and managing operations from those of more established and understood repetitive organizational structures? What are the implications and challenges for agility, adaptability, and managerial control in such dynamic operations that require rapid generation and assimilation of new information?

5. Operations management in projects

Tools and concepts routinely used in the analysis of repetitive processes require reinterpretation in projects. This is in itself an area with significant potential. Further, managing even simple projects requires the use of social capital and engagement with behaviors in addition to processes. Have we therefore reached the limits of the current approach of 'fix the process' in our pursuit of measuring and improving project performance? For instance, optimism bias¹² has been well studied, but what else can projects learn from behavioral operations?

6. Project concepts useful for operations

What concepts useful in project management might have use in traditional operations dealing with "permanent" organizations? For example, what project

concepts such as phase gates, project maturity, risk management, project portfolios, programs, organizational project management, project capabilities or agile project management, might be useful in OM and under what conditions? What are the operational conditions necessary for these and are these more flexible, crowd-based or open approaches useful more generally in information-intensive operations?

Timescales

- Deadline for full paper submissions: Tuesday, 2nd January, 2017, 17:00 GMT
- Decision to authors: Friday 10th March, 2017
- Deadline for revised papers: Monday 8th May, 2017
- Second round decisions to authors: Monday 3rd July, 2017
- Deadline for final papers: Monday 4th September, 2017
- Publication: early 2018.

Papers must be within the scope of this Special Issue, conform to the requirements for IJOPM papers, and be submitted through the ScholarOne system.

Guest editors

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Notes

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SPECIAL ISSUE CALL FOR PAPERS FROM INTERNATIONAL JOURNAL OF OPERATIONS & PRODUCTION MANAGEMENT - DEALING WITH THE UN-PREDICTABLE: SUPPLY CHAIN RESILIENCE

Guest Editors: Kirstin Scholten, Mark Stevenson, and Dirk Pieter van Donk

Background:

It is estimated that around three quarters of organisations experience a supply chain disruption every year (BCI, 2015) – an event that impacts the flow of goods, materials, and/ or services (Craighead et al., 2007), thereby limiting the ability of an organisation to bring finished goods to the market (Jüttner, 2005). The disruptions felt by supply chains are wide ranging. For example, while some originate from within the supply chain, others are external; and while some are man-made, others are as a result of natural disasters. The list of potential causes of disruption includes quality problems, regulatory changes, earthquakes, counterfeiting, financial turbulence, tsunamis, demand fluctuations, terrorism, IT problems and cyber threats, and sustainability risks. The performance effects of such disruptions depend on the severity and duration of the disruption as well as the supply chain's competency and experience in dealing with threats.

There is a large body of literature on supply chain risk management that seeks to deal with risks and their impact. Although this helps to put proactive measures in place, it is ineffective on its own in handling disruptions. It relies heavily on risk identification and the use of statistical information, yet many risks are unpredictable or unknown and statistical information may not exist (Fiskel et al., 2015). For example, an event may not have happened before or may be so infrequent that useful data is unavailable. Hence, supply chain risk management needs to be supplemented by other management practices that enable an effective and efficient response; and the recovery of an organisation from disruptions and disturbances.

Some organisations are better able to reduce the severity and duration of disruptions to their supply chains than others; and it is argued that this is because they are more resilient. Supply Chain Resilience (SCRes) is the capability of supply chains to operate in the face of disturbances and disruptions with or without a limited decrease in their performance (Christopher and Peck, 2004). Hence, SCRes enables supply chains to effectively and efficiently deal with a disruption and is at the heart of contemporary supply chain management thinking (Melnyk et al., 2014). SCRes can be an important strategic weapon in the current competitive environment; for example, organisations that are able to recover from a disruption quicker than the competition may be able to improve their share of the market. Thus, a

recent review by Tukamuhabwa et al. (2015, p.8) defined SCRes in terms of the ability of “a supply chain to prepare for and/or respond to disruptions, to make a timely and cost effective recovery, and therefore progress to a post-disruption state of operations – ideally, a better state than prior to the disruption.”

The concept of SCRes has received significant attention in recent years from practitioners and researchers. For example, a survey by the World Economic Forum (2013) revealed that more than 80% of companies are concerned about the resilience of their supply chains. Meanwhile, SCRes has become a topic of significant academic attention (e.g. Sheffi, 2005; Leat and Revoredo-Giha, 2013; Pettit et al., 2013; Wieland and Wallenburg, 2013; Brandon-Jones et al., 2014; Day, 2014; Scholten et al., 2014; Ambulkar et al., 2015; Hohenstein et al., 2015; Scholten and Schilder, 2015; Stevenson and Busby, 2015; Kamalahmadi and Parast, 2016; Purvis et al., 2016). The theme of resilience is now a hot topic, not only in the insurance, food, automotive, and electronics industries but also in relation to H2020 projects, e.g. on city resilience. Hence, achieving and increasing SCRes is high on the agenda of researchers, organisations, supply chains, industries, governments, and economic institutions.

A considerable part of the available literature on SCRes is conceptual in nature (e.g. Ponomarov and Holcomb, 2009). Several recent literature reviews on the topic (e.g. Hohenstein et al., 2015; Tukamuhabwa et al., 2015; Kamalahmadi and Parast, 2016) show, however, that SCRes research has established supply chain principles that underpin resilience (Christopher and Peck, 2004; Sheffi, 2005); identified and explored formative elements of resilience (e.g. Jüttner and Maklan, 2011; Wieland and Wallenburg, 2013; Brandon-Jones et al., 2014; Scholten and Schilder, 2015); and studied SCRes in specific contexts, such as disaster relief (e.g. Day, 2014; Scholten et al., 2014) and the agri-food industry (Leat and Revoredo-Giha, 2013). Despite these contributions, there remains much scope for further work. For example, we know very little about: what constitutes SCRes beyond top-level generic supply chain strategies; how strategies for building SCRes relate to one another; how SCRes can be measured before the unexpected happens; or how SCRes relates to other supply chain concepts that help to improve performance, including supply chain integration, sustainability, agility, flexibility, robustness, and lean. Further, most studies to date have focused on resilience at the organisational level rather than truly at the level of the supply chain. Yet supply chain vulnerability is a network-level phenomenon that needs

to be addressed through the study of resilience at the supply chain level. Moreover, the literature has thus far made very limited use of existing theory frames to further our understanding of SCRes. The most notable theory frames used to date are the resource based view (e.g. Ponomarov and Holcomb, 2009; Blackhurst et al. 2011), systems theory (e.g. Erol et al., 2010; Blackhurst et al., 2011), contingency theory (e.g. Brandon-Jones et al., 2014), and complex adaptive systems theory (e.g. Day, 2014). Finally, given the very nature of SCRes, it seems natural to bring insights from other disciplines into Operations Management to better understand SCRes (see, e.g. van der Vegt et al., 2015).

Objective of the Special Issue:

From the above, it follows that SCRes is an important and topical area; and that the Operations Management research community has an important role to play in work that builds SCRes. Significant contributions have been made to the SCRes literature in recent years but there is scope for much further research that not only develops the theory base on SCRes but also empirically develops the field, learns from and delineates SCRes from related strategies and phenomena, and that supports managers in their efforts to handle disruptions that affect the supply chain, whether they originate from within or outside the network.

The objective of this Special Issue is to provide a forum for work that progresses the field of SCRes practically and theoretically. Thus, a strong focus beyond the organisational level is required to explore, explain, develop, and test aspects of SCRes.

The Scope of the Papers:

The special issue seeks both theoretical submissions that serve as a stepping stone for empirical work, and theoretically informed empirical work following the normal standards of IJOPM. Empirical insights may be derived from, for example, survey research, case studies, action research, event studies, interviews, or experiments. These contributions are welcomed in topic areas that include, but are not limited to, the following:

1. Shaping and conceptualising the concept of resilience in a supply chain context;
2. Assessing SCRes and evaluating the impact of SCRes on performance;
3. Linking SCRes to other supply chain concepts, such as sustainability, supply chain integration or supply chain flexibility;
4. 'Deep dive' studies into the effects of specific disruptions to supply chains, e.g. economic crises or the recent 'Brexit', and/or particular strategies for building SCRes, including inter-organisational strategies;
5. Studying SCRes in under-represented contexts, including developing countries and Small and

Medium sized Enterprises (SMEs), to improve understanding of SCRes, its antecedents, and impact;

6. Cross-disciplinary research, e.g. in relation to marketing, organisational behaviour, finance, knowledge management, economics, etc.

The Review Process:

Papers submitted to the special issue will follow the typical, thorough review process of the journal in terms of the number of reviewers, the double-blind review process, etc. Submissions will be handled by the special issue editors, with recommendations made to the journal's Editor-in-Chief.

Provisional timetable

Initial submission deadline: 4th September, 2017

First editorial decision: 15th December, 2017

Resubmission: 1st March, 2018

Final decision: 1st June, 2018

Publication: 2018-19

Guest Editors:

Kirstin Scholten, University of Groningen, the Netherlands

Mark Stevenson, Lancaster University, United Kingdom

Dirk Pieter van Donk, University of Groningen, the Netherlands

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EMPLOYMENT OPPORTUNITIES

POSTDOCTORAL POSITION/SCIENTIFIC ASSISTANT: PRODUCTION AND OPERATIONS MANAGEMENT

Institution: ETH Zurich

Department: Department of Management, Technology, and Economics

Position: Postdoctoral Position/Scientific Assistant: Production and Operations Management

Application Deadline: Review of applications will continue until the position is filled.

We are looking for an excellent and motivated postdoctoral researcher with a background in operations management who would like to contribute to the new Chair of Production and Operations Management (POM) at ETH Zurich. The primary criteria for employment is research and scholarship at the highest level of scientific quality, measured by potential for future publications in top POM journals. The Chair is prioritizing cutting-edge empirical research with high relevance.

The Chair welcomes applications in different domains of POM (excluding operations research/mathematical modelling). Candidates with expertise in one of the following focus areas of the Chair may be prioritized:

1. Productivity improvement – from the factory floor to global networks (for example, lean programs, quality management, process improvement, etc.).
2. International operations management (for example, configuration and coordination of global factory networks, etc.).
3. Application and management of new technologies in manufacturing (for example, smartfactories, Industrie 4.0, digitalization of manufacturing, etc.)

The successful candidate will have a Ph.D. degree from a recognized university (or will be close to completion), strong analytical and writing skills; background in conducting empirical research; strong team player skills, industrial experience is beneficial but not a prerequisite. Proficient oral and written English skills are expected. The successful candidate can expect a full-time position with a competitive salary in a highly motivated and small research team offering an excellent research environment. The successful candidate should contribute to the activities of the Chair.

Entrance and duration: Entrance Fall 2016. There is flexibility concerning the starting date to accommodate the selected candidate. Limited contract. ETH Zurich rules apply.

For information and questions, please contact Prof. Dr. Torbjörn Netland at tnetland@ethz.ch.

Applications including a CV, statement of motivation, objectives and research interests (1-2 pages), transcripts of all obtained degrees (in English), names and contact information of three references and two publications should be submitted in our electronic application system.

Deadline: Review of applications will continue until the position is filled.

We are looking forward to your electronic application. Submit it online at:

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Please address your application to: ETH Zurich, Mr. Ueli Lott, Human Resources, Leonhardstrasse 21, CH-8092 Zurich, Switzerland.

TENURE-TRACK FACULTY POSITIONS IN OPERATIONS MANAGEMENT

Institution: Lee Kong Chian School of Business, Singapore Management University (SMU)

Department: Department of Management, Technology, and Economics

Position: tenure-track/tenured faculty positions in Operations Management

Application Deadline: Candidates who apply by November 01, 2016 will be considered for preliminary interviews at the INFORMS 2016 Annual Meeting in Nashville, TN.

Applications are invited for tenure-track/tenured faculty positions in Operations Management at the Lee Kong Chian School of Business, Singapore Management University (SMU).

Applicants must have (or be near completion of) a Ph.D. in Operations Management or a closely related discipline. Appointments at all levels (Assistant, Associate and Full Professor) will be considered.

Senior applicants should have an outstanding publication record in top-level operations journals.

Junior applicants are expected to have a proven track record in research and evidence of developing research maturity.

Especially encouraged to apply are the candidates with research interests of relevance to the practice of service operations, innovative operations, health care management, new product development, retail operations, and sustainable operations, as well as those working at the interface of operations management with other disciplines such as economics, finance, marketing and strategy.

Both analytical and empirical research orientations will be considered.

The Lee Kong Chian School of Business is a dynamic and culturally diverse business school with about 3000 students and over 100 full-time faculty members.

The school offers undergraduate, master's (including MBA and EMBA), and doctoral programs. The school is ranked 4th in Asia and 49th worldwide according to the latest UT Dallas Top 100 Business School Research Rankings and is ranked 10th in Asia and 36th worldwide in the 2015 Financial Times EMBA Rankings.

Applications including full CV, research and teaching statements, three selected publications or working papers, and names of three references should be sent by December 15, 2016 in electronic form to operationsmanagementcv@smu.edu.sg.

Candidates who apply by November 01, 2016 will be considered for preliminary interviews at the INFORMS 2016 Annual Meeting in Nashville, TN.

EUROMA FELLOWS

RESEARCH FELLOW 2016: PAUL COUGHLAN



Paul Coughlan is Professor in Operations Management and Director of Accreditation & Quality Assurance at the Trinity Business School, Trinity College Dublin, Ireland. Following an early career in engineering management he became a university lecturer at University College Cork, Ireland and then a full-time doctoral student at the University of Western Ontario, Canada. On graduation, he joined the London Business School, UK from where he moved to join Trinity's Business School. His research and teaching interests are in continuous improvement of product development and manufacturing practice, action learning and action research. This work has led to continuing methodology development and to doctoral education in action research through the EIASM EDEN doctoral seminars. His co-authored book with David Coghlan, Collaborative Strategic Improvement through Network Action Learning: The Path to Sustainability, was published

by Edward Elgar (2011). His current funded research crosses four disciplines and is titled: Distributing our Water Resources: Utilising Integrated, Smart and low-Carbon Energy. His most recent publication is in International Journal of Operations & Production Management (36, (12), 2016) with Domien Draaijer, Janet Godsell and Harry Boer and titled Operations and supply chain management – the role of academics and practitioners in the development of research and practice. It is based upon the contributions made by the authors at EurOMA 2014 Young Scholars Workshop. At Trinity, in addition to his research and teaching he has held senior School and College administrative positions. Outside of Trinity, he was President of the European Institute for Advanced Studies in Management (EIASM) from 2003-09 and a EurOMA board member from 1997-2006. He chaired the EurOMA conference in Dublin in 1998 and co-chaired it in 2013.

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