

POMS

CHRONICLE

FIRST ISSUE 2018

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Professor J. George Shanthikumar
2018 POMS President

Richard E. Dauch Chair in Manufacturing and Operations Management
Krannert School of Management
Purdue University, West Lafayette, IN, USA

Dear POMS Members,

As a lifetime member of the Society who has been heavily involved since the very beginning, it has been the distinct honor and great pride to have the opportunity to serve the Production and Operations Management Society as the President for year 2018. Since the Society was founded by Kalyan Singhal in 1989, I have witnessed how our Society has grown and flourished and how our journal has led its way to a flagship one in the business community. POMS has been inclusive to embrace rigor, challenge, innovation, change, and diversity. I believe this is why our Society has continued to attracting scholars in our fields, who find POMS their academic home. We have just successfully concluded our 29th Annual Conference in Houston Texas with over 1500 participants from 45 countries!

This year, POMS has particularly expanded its global footprint. In January, over 270 scholars attended the POMS Hong Kong Conference, one of our most exemplary international conferences that have been successfully running for the last nine years. In June, the Tsinghua-POMS International Workshop in Beijing and Qingdao attracted over 120 attendees from research institutes and industry, where the Global Optimization Challenge sponsored by JD.com kicked off. POMS international conferences will be held at Granada, Spain in October, Rio de Janeiro, Brazil in December, Kandy, Sri Lanka in December, and Hyderabad, India in December. The POMS board has also approved the international conference in Tianjin, China for next summer.

We are at a particularly exciting time, when data and analytics are reshaping the business and our research. The emergence of many new concepts including Big Data, Internet of Things, Block Chain, sharing economy and the like are starting to gain attentions from researchers and practitioners in POM and other fields. We are at a time to expand our boundaries on developing new models and methodologies for applications in these expanding boundaries. I am excited to see many invoking thoughts have appeared in our conference discussions and in our journal.

The success of our society is due to each individual like you, who collectively make up a society and achieve what we have! I would like to encourage you to continue participating in our conferences to expand our footprint and continue contributing to build up our research reputation in this exciting era of data and analytics.

With best wishes,
George

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The POMS Chronicle is published by the Production and Operations Management Society to serve as a medium of communication and to provide a forum for dialogue among its members. Please submit articles, news, announcements, and other information of interest to the editor, Anupam Agrawal at anupam@tamu.edu.

Electronic copies of current and past issues of POMS Chronicle are available at: poms.org/chronicle

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POM Journal

Contact Wiley-Blackwell for an institutional subscription
to the POM journal at:

<http://www.wiley.com/bw/subs.asp?ref=1059-1478&site=1>

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POMS 30TH ANNUAL CONFERENCE MAY 2—MAY 6, 2019

Join us at the Washington Hilton 1919 Connecticut Avenue, NW Washington, DC for
the POMS 30th Annual Conference.

The Conference will be chaired by Prof Z. Max Shen, Chancellor's Professor Industrial
Engineering and Operations Research ,Civil and Environmental Engineering, UC
Berkeley California, U.S.A.



FROM THE EDITOR



Anupam Agrawal
POMS Chronicle Editor
Texas A&M University

Dear fellow POMS member,

Welcome to the first issue of Chronicle in 2018. This year Chronicle completes 25 years: It is a long time in the journey of any magazine. Thank you for your support.

This issue is dedicated to the POMS 2018 Annual Conference in Houston. As you know if you attended, the conference was a resounding success (as expected). The free flow of knowledge was inspiring and the buffet dinners were outstanding as usual. It was very nice to see everyone!

I have included in this issue several contributions from the program co-chairs, the officers of our various colleges (who have all been very busy) and other POM board members. These conference reports contribute to creating a record of the progress of our society. They also provide an opportunity to take stock. These are also helpful in planning future events.

As I settle in my new role of the editor, one of the new additions that I would like to bring to Chronicle is a one-on-one conversation with one of the leading OM scholars. This issue contains the interview of one of the 2018 POMS fellows, Prof Sridhar Seshadri from UIUC. I met Prof Seshadri in his office and had a great learning session as he was reminiscing. We will try to carry the interview of the second POMS fellow, Ed Anderson of UT Austin, in our next issue of 2018.

This issue also has information about the forthcoming POMS international conferences in Grenada, Spain and Kandy, Sri Lanka. We also have information on POMS awards including the Ralph Gomory Industry Studies award.

As we were going to print, we learned with great sorrow about the untimely passing away of Prof Shailesh Kulkarni. He was a POMS board member. May his soul be in peace with the Almighty.

In conclusion, first I would like to recognize the efforts of the outgoing editorial team of François Giraud-Carrier (University of Illinois at Springfield) and Karthik Ramachandran (Georgia Tech) for their superb editorial service to the society's magazine. I would also like to thank the many contributors who worked with me to produce this issue of the POMS Chronicle. Some of them wrote articles, others provided information. Their names are listed on page 2. Without them, there would be no Chronicle. I thank them for their excellent, dedicated work.

Your comments and contributions are welcome !

POM JOURNAL: GROWTH AND AWARDS



Kalyan Singhal
Editor
University of Baltimore



Subodha Kumar
Deputy Editor
Temple University

The POM journal has continued to grow in strength. The journal is now accessed in 4901 institutions across the globe. The journal had 911 submissions in 2017, up from 869 in 2016. 121 papers were accepted in 2017 for publication. The journal articles were downloaded more than 275,000 times in 2017 with maximum downloads from US and China. The journal has invited 6 special issues since 2015, out of which 4 have been published and 2 are still in process.

In a recent survey, we asked our POMS members the following question: "Which operations management journals count for the purpose of faculty recruitment, tenure and promotion at your school/department/university?" POM has a tie with *Operations Research* had a tie in the "A or Better" Category and is only behind *Management Science* in "A-minus or Better" Category. This result is much improved from the last survey.

The POM Journal editorship recognized the following researchers for their outstanding contributions to the journal in 2017:

Best Department Editor Award:

Vinod Singhal (Georgia Tech)
Chelliah Sriskandarajah (Texas A&M)
Ravi Subramanian (Georgia Tech)

Best Senior Editor Award:

Nezih Altay (Depaul)
Bin Hu (UNC, Chapel Hill)
Eva Labro (UNC, Chapel Hill)
V́ctor Mart́nez de Alb́niz (IESE)
Amit Mehra (UT Dallas)
Svenja Sommer (HEC, Paris)

Best Reviewer Award:

Burcu Balcik (Ozyegin University)
Emre Demirezen (University of Florida)
Xiang Fang (University of Wisconsin-Milwaukee)
Tingliang Huang (Boston College)
Rakesh Mallipeddi (Texas A&M University)
Adam Mersereau (UNC, Chapel Hill)
Joel Wooten (University of South Carolina)

IN MEMORIAM—DR. SHAILESH KULKARNI



Dr. Shailesh Kulkarni, an esteemed member of the Production and Operations Management Society (POMS), passed away on July 6, 2018. Dr. Kulkarni was well-known in the operations management community as a strong researcher and as an organizer of large annual conferences, including those of POMS and the Decision Sciences Institute (DSI). He served as a POMS Board member for two years (2014 and 2015). Starting in 2015, he assumed the responsibilities of POMS Associate Vice President for Sponsorship; and led major and very successful fundraising campaigns every year. He was elected POMS Vice President of Finance in 2018. He was also actively involved with DSI and INFORMS. Passing of Dr. Kulkarni is a major loss to the POM Profession, in general, and to the POMS Community, in particular. He will always be remembered as a person with a friendly personality who worked very well with his colleagues.

Dr. Kulkarni was a Professor of Business Analytics in the Department of Information Technology and Decision Sciences at the University of North Texas (UNT). He worked in the College of Business at UNT since 1999 and was named a full professor in 2016. Dr. Kulkarni's students remember him as a great professor, and an even greater person.

Dr. Kulkarni is survived by his wife, Rohini, his twelve-year-old son, Om, and his seven-year-old daughter, Taara. Rohini works in decision support services at UNT. An educational fund has been created for Om and Taara, to support their educational aspirations in the future. Any donation will help this wonderful family. Please donate if you can and please share this link with others. <https://www.gofundme.com/om-amp-taara039s-educational-fund>.

Dr. Kulkarni received his bachelor's and master's degrees from the University of Bombay, and a second master's degree and Ph.D. from the University of Cincinnati. He was a resident of Flower Mound, Texas at the time of his passing.

On behalf of all POMS members our condolences to his family.

POMS Board

POMS 2018 CONFERENCE REPORT



Subodha Kumar , Chair
Temple University

Co-Chairs:



Emre Demirezen
(U. of Florida, USA)



Funda Sahin
(U. of Houston, USA)

The 29th Annual Conference of the Production and Operations Management Society (POMS) was held on May 3-7 in Houston, TX.

With about 1,500 scheduled presentations in more than 400 invited and contributed sessions organized under about 30 tracks, and 1,500 conference attendees from 45 countries, the conference turned out to be a success and supported POMS' growing reach into more parts of the world.

The program committee chose "Expanding Boundaries of POM" as the theme for POMS 2018 conference to emphasize the leverage that the POM community has with its strength in decision-making. Capitalizing on this strength, this year's conference expanded its reach to not only academics that build and disseminate knowledge on decision-making, but also to industry participants, who practice decision-making. The Houston metropolitan area, home to leading organizations in energy, technology, and healthcare areas was particularly suited to support the theme and welcomed many practitioners to this year's conference.

The conference program included two plenary and several semi-plenary sessions. In the first plenary session, Professor Sheffi (MIT) gave a thought provoking speech on sustainability and the reasons for firms to adopt or not adopt sustainability. In the second plenary session, Dr. Brown talked about how applying OM models changed the way his company (Xilinx Corp.) operates in the semiconductor industry. The dialogue between the academia and industry continued during the semi-plenary sessions in the Practice Leaders Forum, which was organized by Claire Senot (Tulane University) and Mohan Sodhi (City, University of London). The forum included featured speakers from SCM World, Amazon, Intel, EY, and Xilinx, who shared their experiences in OM practice. Building on the emphasis of expanded reach to industry, the POMS Colleges, engaged many speakers from a variety of local companies and organizations for their mini-conferences and had several successful business site visits, which many participants referred to as eye-opening experiences.

One of the main strengths of the POMS Conference is the quality and the variety of its research sessions. This year's sessions were organized by highly accomplished scholars, many of whom were identified by the respective POMS colleges they were affiliated with. These scholars served as track chairs and facilitated the organization of a diverse program that was well-received by participants. We encourage you to check the conference website for a complete list of track chairs. POMS is open to and encourages showcasing emerging research areas that might be of interest to the POMS community through new tracks. Election Management track was a new track that was included in the conference for the first time this year with a great success.

Organization of an event of this magnitude requires collaboration from many volunteers that serve in wide variety of roles. However, the success primarily rests on a core group of volunteers that are led, and on processes that are carefully managed, by the Executive Director, Professor Sushil Gupta (Florida International University). Other individuals who also contributed significantly to the success of the meeting include Professors Jerry Burke, VP-Meetings (Georgia Southern University); Shailesh Kulkarni, VP-Sponsorship (University of North Texas); Ken Klassen, Scheduling Chair (Brock University); and Karca Aral, Program Book Editor (Syracuse University). This conference could not have taken place without their dedication to the POMS Community.

We would like to extend a heartfelt thank you to all those that attended the conference and contributed to the success of the conference in variety of ways, It was a great pleasure to host the POMS community in Houston.

The preparations for next year's conference are already under way and we look forward to another exciting conference. We hope to see you in Washington D.C. in 2019 for the 30th Annual POMS Conference.

POMS 2018 AWARDS



Submitted by **Sushil Gupta**
POMS Executive Director
Florida International University

2018 POMS Fellows Award, the highest award that POMS bestows on its members, is intended to recognize POMS members who have made exceptional intellectual contributions to our profession and Society through their research and teaching. (Read interview with Sridhar Seshadri in this issue):

- **Edward Anderson**, UT Austin
- **Sridhar Seshadri**, University of Illinois at Urbana Champaign

2018 Martin K. Starr Excellence in POM Practice (E-POMP) Award

is given to recognize outstanding contributions by POM practitioners for making advances in the practice of POM, promoting the profession, producing exceptional impacts, and building a linkage between industry and academics.

- **Dr. Colin Kessinger**
Managing Partner, End-to-End Analytics

2018 Sushil K. Gupta POMS Distinguished Service Award

is given to recognize outstanding service to POMS.

- **Subodha Kumar** Temple University

2018 Paul Kleindorfer Award in Sustainability

- **Brian Jacobs** Pepperdine University

2018 Wickham Skinner Awards

The Wickham Skinner Awards are intended to encourage POM scholarship and publication, to promote significant research in the field, to reward academics who have achieved unusually high accomplishment early in their careers, and to facilitate the sharing of innovative new ideas about teaching POM.

2018 Best Paper Awards: The awards are given for the best paper published in Production and Operations Management during the previous year. Papers are judged on overall quality with careful attention given to both relevance and rigor.

Winner

- The effects of subsidies on increasing consumption through for-profit and not-for-profit newsvendors. POM, 26(6) 1191-1206. **G. Berenguer, Q. Feng, J. George Shanthikumar** (Purdue University) **L. Xu** (Shanghai Jiao Tong University).

Honorable Mention

- Mitigating Supply Uncertainty: The Interplay Between Diver-

sification and Pricing. POM 26(3):369-388. **Li, T., Sethi, S. P. and Zhang, J** (UT Dallas).

2018 Early-Career Research Accomplishments Awards

An Early Career Researcher is defined as someone who has received a doctoral degree (or its equivalent outside of the U.S.) within the previous six years. Work published (or formally accepted for publication) or presented at a conference within the six years eligibility period is considered in the evaluation process if properly documented. The judges evaluate the impact of the body of work in terms of its ability to broaden, extend, and alter the way that POM is conceptualized, practiced, and viewed.

- Co-Winners: **Tingliang Huang** (Boston College) and **Srikanth Jagabathula** (NYU)
- Honorable Mention: **Andrew Davis** (Cornell)

2018 Teaching Innovation Award

The purpose of this award is to recognize impact and innovation in Production and Operations Management instruction. In their evaluation of the materials submitted, the judges give primary attention to: (1) evidence of pedagogical excellence, (2) evidence of creativity and/or innovation and (3) evidence of impact.

- **Gangshu (George) Kai** (Santa Clara University)

The 2018 Emerging Economies Doctoral Student Award

This award has been created to establish institutional linkages to future scholars in emerging economies, and to encourage their development and connection to the Production and Operations Management Society.

Winners

- **Maya Ganesh** (ISB India)
- **Mengying Xue** (Tsinghua University, China)
- **Rirhandzu Russel Salane** (University of Pretoria, S. Africa)
- **Carlos Franco** (Universidad del Rosario, Columbia)

Finalists

- **Jaewoong Lee** (KAIST, S. Korea)
- **Arulanantha Prabu P M** (IIM Ahmedabad, India)
- **Jingchen Liu** (Peking University, China)
- **Mahak Sharma** (NITIE, India)
- **Anirban Adhikary** (IIM Bangalore, India)
- **Chong Zhang** (Tsinghua University, China)

THE 3RD POMS APPLIED RESEARCH CHALLENGE AWARD 2018



POMS ARC Award

Submitted by Felipe Caro
(UCLA)

The POMS ARC took place at the annual POMS meeting in Houston. This prestigious competition is held every 2 years and has been running since 2014. Previous winners included the following projects:

2014 : Inventory Showrooms and Customer Migration in Omni-channel Retail: The Effect of Product Information: David Bell (University of Pennsylvania), Santiago Gallino (Dartmouth), Antonio Moreno (Northwestern)

2016 : Optimal Purification Decisions for Engineer-to-Order Proteins at Aldevron: Tugce Martagan (Eindhoven University of Technology), Ananth Krishnamurthy (UW-Madison), Pete Leland (Aldevron), Christos Maravelias (UW-Madison)

The objective of the POMS ARC is to encourage POMS members – faculty and students – to conduct rigorous applied research that is relevant and innovative. Applied research is understood as academic work that meets the following requirements:

- The work involves a real operation;
- The problem is new or not well-solved;
- The problem requires some innovative ideas to solve it;
- The paper makes a convincing case of its relevance to practice; and
- The paper could eventually be published in a journal like POM or similar.

The 3rd POMS ARC was chaired by Felipe Caro (UCLA) with the support of past POMS President Christopher Tang (UCLA). The POMS ARC had two review panels: the Practitioner Judge Panel formed by distinguished POMS practitioners and the Academic Panel formed by academics with a track record in applied research. The members of the Practitioner Judge Panel were: Corey Billington (e3 Associates), Srinivas Bollapragada (GE Global Research), and Dino Petrarolo (CCI Inc.). The members of the Academic Panel were: Feryal Erhun (Cambridge Judge Business School), Nagesh Gavirneni (Cornell University), ManMohan Sodhi (City University London), and Felipe Caro (UCLA).

There were more than 35 paper submissions, which went through a two-step review process. First, the Academic Panel selected three finalists, who were invited to present their work at the 2018 POMS Conference. In Houston where the Practitioner Judge Panel selected the winner based on the following criteria: (i) financial benefit; (ii) scalability to other industries and domains; (iii) managerial usability; and (iv) elegance, clarity, and depth of insight. All the finalists will publish an extended abstract of their work in the POM journal. The first prize was accompanied by a \$2,000 honorarium.

Winner

- Leveraging comparables for New Product Sales Forecasting : **Lennart Beardman** (MIT OR Center), **Igor Levin** (Johnson & Johnson Consumer Companies Inc.), **Georgia Perakis** (MIT Sloan), **Divya Singhvi** (MIT OR Center).

Finalists

- How Does Dynamic Pricing Affect Customer Behavior on Retailing Platforms? Evidence from a Large Randomized Experiment on Alibaba : **Dennis Zhang** (WUSTL Olin), **Lingxiu Dong** (WUSTL Olin), **Hengchen Dai** (UCLA), **Xiaofei Liu** (Alibaba Group), **Nannan Zhang** (Alibaba Group)
- Minimizing Multimodular Functions and Allocating Capacity in Bike-Sharing Systems : **Daniel Freund** (Cornell University), **Shane G. Henderson** (Cornell University), **David B. Shmoys** (Cornell University)

Congratulations to the winners!

2018 POMS FELLOW EDWARD ANDERSON



Professor Edward Anderson was elected as the 2018 POMS fellow based on his significant contributions to the POM field in terms of research, teaching, and service.

Prof Anderson is a faculty member at UT Austin since 1997. He teaches operations management, project management, and launch planning for startups.

Dr. Anderson is the Director of Faculty Engagement for the McCombs Health Initiative. He is also or has been: President of the Production and Operations Management Society, System Dynamics Society, Department Editor of Industry Studies & Industry Policy at Production and Operations Management, and ad-hoc managing editor at The System Dynamics Review.

Dr. Anderson is the co-author of two books: *The Innovation Butterfly: Managing Emergent Opportunities and Disruptions Under Distributed Innovation*, which describes leadership metrics, planning, and organization in the complex adaptive system that is innovation management, as well as *Operations Management for Dummies*. He has authored 20+ articles for research journals. His primary research interest is the management of distributed innovation, particularly in the engineering and healthcare contexts. Related interests include knowledge management, the economics of platform industries such as smartphones and videogame consoles, and the dynamics of process improvement. He employs a mix of methodologies including computer simulation methodologies such as system dynamics and agent-based model computer simulation, optimal control and game theory, and qualitative studies.

Dr. Anderson received a PhD in Management Science from the Massachusetts Institute of Technology and a BAS. in Electrical Engineering and History from Stanford University. Prior to entering academia, he was a product design engineer at the Ford Motor company, from which he holds six U.S. and International Patents.

Dr. Anderson has won the prestigious Wickham Skinner Early-Career Research Award from the Production and Operations Management Society. He has received research grants from the National Science Foundation, the Veterans Administration, SAP, and Hewlett-Packard and has consulted with Ford, Shell, Dell, Hewlett-Packard, Frito-Lay, and Atlantic-Richfield. Dr. Edward Anderson is an acknowledged expert in the dy-

namics of complex systems in organizational contexts. Dr. Anderson is the author or co-author of: *The Innovation Butterfly: Managing Emergent Opportunities and Disruptions Under Distributed Innovation*, which describes leadership metrics, planning, and organization in the complex adaptive system that is innovation management; *Operations Management for Dummies*, a primer on operations management for BBA and MBA students as well as business professionals; 30+ research articles.

His primary research interests include: Healthcare delivery systems, information, and process improvement; Platform industries, such as smartphones, electronic health records, and videogame consoles; Management of distributed innovation, including outsourcing and offshoring, across the supply chain; Project management, including agile project management; Behavior of technical teams (a.k.a. team science); Computer simulation, including system dynamics and agent-based model computer simulation.

2018 POMS FELLOW SRIDHAR SESHADRI



Professor Sridhar Seshadri was elected as the 2018 POMS fellow based on his significant contributions to the POM field in terms of research, teaching, and service.

Prof Seshadri has been a faculty member at NYU, UT Austin and ISB. He is now a Professor at the University of Illinois at Urbana Champaign.

Prof Seshadri has made several contributions to the theory of Operations Management. His co-authored paper on “*Risk intermediation in supply chains*,” was one of the earliest to use mechanism design in the design of supply contracts. His work, “*Impact of Uncertainty and Risk Aversion on Price and Order Quantity in the Newsvendor Problem*,” with Vipul Agrawal on incorporating risk aversion in OM decisions is widely known and well cited. He has made several contributions to the theory in the interface of OM and Finance. These include topics such as hedging inventory risk, securitization, use of spot markets for procurement, etc. The paper on hedging inventory risk, “*Hedging Inventory Risk Through Market Instruments*” by Gaur and Seshadri won the best paper award in the M&SOM journal for 2008.

Along with Ganesh Janakiraman, Prof Seshadri has contributed a number of papers elucidating bounds and properties of lost-sales and dual-sourcing stochastic inventory systems. For example, “*A Comparison of the Optimal Costs of Two Canonical Inventory Systems*” with Janakiraman and Shanthikumar contains a pleasing coupling argument comparing lost-sales and backordered inventory system. His work with Qi Wu and Kumar Muthuraman, “*Inventory Management with Stochastic Lead times*,” is the first to develop optimal policies for stochastic inventory systems with random lead-times in continuous time. Along with Ganesh Janakiraman, he has developed insightful analysis for dual-sourcing systems in “*New Policies for the Stochastic Inventory Control Problem with Two Supply Sources*,” and “*Analysis of Tailored Base-Surge Policies in Dual Sourcing Inventory*.” Along with Vishal Gaur and Dorothee Honhon, Sridhar developed a general choice model for use in assortment planning. They also provided elegant algorithms for solving for the optimal assortment in “*Assortment Planning and Inventory Decisions Under Stockout-Based Substitution*.”

Prof Seshadri has extended initial work on information propagation in supply chains with applications to demand as well as systematic risk propagation in supply networks. He, along with researchers such as Gaur, Hurvich and Giloni, unified time-series theory with the information sharing literature to describe

how demand propagates through supply chains. The paper, “*Systematic Risk in Supply Chain Networks*” with Nikolay Osadchiy and Vishal Gaur sets out a theory to explain why systematic risk increases as we proceed from retailers to distributors to manufacturers.

Prof Seshadri has also made several contributions to applications of OM. His early work includes work on asset-liability management for the Federal Home Loan Bank of New York. He organized several workshops on current OM topics while at NYU. He has co-edited several books, such as, *Creating Value in Financial Services*, *Toyota Supply Chain Management*, and *Managing Supply Chains on the Silk Road*. The first two are used as textbooks in elective OM courses.

For the last eight years, he has served on the Board of RSG Media, and now holds the title of Chief Data Scientist for RSG Media. In this role he has developed stochastic planning and scheduling algorithms that are in day-to-day use in several cable TV networks, including Viacom, Discovery, and AMCN. He is credited with saving the networks millions of dollars in cost. Prof Seshadri also serves as an advisor to the non-profit organization, Nomi Network, that helps train women for gainful employment. The idea of creating a network that provides designs and demand from the Western world and obtains supply exclusively from women in developing countries grew out of conversations with NYU student Diana Mao, the president and CEO of Nomi Network.

During his career, Prof Seshadri has won several teaching awards, including the Stern School Undergraduate Teacher of the Year award. He developed the teaching software, HOM, which was distributed worldwide by Irwin-McGraw Hill. He has co-authored several case studies, including, the *Ford-Firestone* case study, which recently was amongst the top ten Production and OM category sales for the Case Centre in 2016.

Prof Seshadri started and co-managed the OM PhD program at the Stern School of Business, NYU. He also managed the OM PhD program at UT Austin. He was an integral part of recruiting, teaching and curriculum development at ISB since 2002. While at ISB, he launched two programs: Business Analytics and Manufacturing. He has mentored nine PhD students. Many of them are now teaching at different schools in the world.

Prof Seshadri has been a member of the society almost since the beginning. He has served as a Senior Editor for the POMS journal since 2004. He co-edited one of the earliest special issues of POMS – on OM-Finance in 2005. Since moving back to India, he has supported the annual ISB-POMS workshop.

IN CONVERSATION WITH 2018 POMS FELLOW SRIDHAR SESHADRI

AA's note : I met Prof Seshadri in his office at UIUC. In a free flowing chat, he touched on several aspects of his scholastic journey. Here are the excerpts.

Anupam Agrawal (AA) : *I have six questions. To start with, in our small academic community of Operations Management, you have had a wonderful career. Who are the people you would consider influential in this journey as a scholar? Who are the people who impressed upon you when or why you should go into academia?*

Sridhar Seshadri (SS): Great question. Professor Balwant Reddy, an economist who was working with Administrative Staff College of India (ASCI) , motivated me to go into academia. I did not enter academia straight from college. I finished my MBA, then worked in manufacturing, and then I was a contractor that was doing all sorts of things, so for five years I did that.... I was in Baghdad, for example. I was also a manufacturing manager, making turbines.. Then you know, my family said you're doing too many things. Come back and settle down. So I came back and worked at ASCI. I was like a consultant: I worked for four years. So, in all, I didn't enter academia for nine years! I never gave up reading of course. Then Professor Balwant Reddy at ASCI came in! We used to read and discuss every day for almost four years, many times over lunch. Just like we're talking, we would pick up something to discuss; academic, focused conversations, no politics -- no time for that. Prof Reddy graduated from London school of economics and after working for a couple of years came back to India in 1958. He was with ASCI since then, and had in many ways influenced policy in India. He was a deep thinker.

So, at some point he said you should go and do a PhD and we will write a letter of recommendation and that's what happened. And even then I was so ready to staying put in Hyderabad. So I applied for a part-time PhD at IIT Bombay.... But ASCI wouldn't give me a year's leave. So then on Professor Reddy's advice, I applied to US schools. I was nine years out of school, and I never thought anyone would admit me. So I randomly applied. My sister's son had gone for PhD at Berkeley. I don't recall applying to Berkeley, but I have a strong suspicion he sent everything on my behalf. Then I got admission notification...in those days we used to get a telegram " You're admitted with full scholarship. Congratulations. Details to follow. " Then I went to ASCI, and applied for a four-year leave. I had a good intention of coming back to India then.

At Berkeley and thereafter, a lot of people have influenced me; I have been extremely fortunate. My advisor, George (Shanthikumar) was there, and there were so many other people. In Berkeley you can walk into any class, you can have a conversation with anybody. There were many intellectual giants

there. It was a fun filled four years. I had fun reading. I thought this is the last time in my life to study. So I was pretty serious.

AA: I also worked for 10 years in the industry before applying for PhD, so I can well understand and identify with what you're talking about. You'd become much more devoted to learning.

SS: Exactly. Then, at the end, I told George, I am going back. I said, look, I'm on leave. Then George said – "Why don't you work for two years". I said, look George, I will if you'll get me a job. So it was March, and I had not applied for any job. George got into action. He would leave cuttings and notes – apply here! So, then NYU happened. NYU is a crossover to the world, you know. I met a lot of people who have influenced me: people in operations, people from finance, people from marketing, people from psychology.

So, in all, I would say Prof Balwant, and George are the two biggest influencers on me. George has shaped my thinking on stochastic modeling. There are others, like Sheldon Ross – I did not take his class, but we wrote a paper together later. My co-authors have also kept me curious and engaged. I have been very fortunate.

A-A : It is nice to know about these people. My second question would be about your pet project. Something, which you remember as your most interesting project, something that gave you immense satisfaction, that is close to your heart.

SS: Aha! It is one little paper, which is probably not well read, which I wrote many, many years back. We were trying to show that a particular way of calculating costs is optimal for an assortment-planning problem. We found a coupling argument, which is unique. Technically it is the most exciting piece of work that I have done. I have done something similar recently.

AA: What was it that made it interesting? Was it the technical challenge or was it the fact that you spent a lot of time on it or was it the process of discovery?

SS: That's a good question. That's a very good question. I don't even remember the exact title. Can you believe that? Yeah, I know. (Searches)... "Fixed versus random proportion demand models for the assortment planning problem under stock code base substitution." It's a long name and a cute, cute argument, which is why I liked it. It's the way of thinking, which was different from others, which makes me really happy about this paper. Once you ask the right question, you get the solution right. A second one is that with Giloni – "Optimal configurations of general job shops" In this paper we took a conjecture by George, and extended it. These are works that gave me immense satisfaction.

IN CONVERSATION WITH 2018 POMS FELLOW SRIDHAR SESHADRI- CONTD...

AA: *My next question will be the opposite. Which papers or experiences in your journey have been, you know, sort of frustrating for you? Bad review experiences, for example?*

SS: (Smiles) Actually never. No, nothing's frustrating. Some papers can take less time, others end up in the closet. My shortest acceptance time is 28 days.

A-A: 28 days?

SS: Yes. From submission to acceptance in 28 days... but that was clearly an exception. Some papers have taken much longer. I think the problem is simple – the challenge is in convincing people what is important. It is not about you, it is about the subject. So if you can remove your personal biases, and look at the paper as a tool to open up a new inquiry, and then fight, you will be fine.

The paper with Vipul Agrawal (AA's note – *this M&SOM paper – Impact of uncertainty and risk aversion on price and order quantity in the newsvendor problem – is Prof Seshadri's highest cited paper*) took us three years. But I think it was just because we were doing something different. This paper went through five cycles. I think every cycle really helped us to fine tune the analysis. The paper kept getting better and better because the reviewers kept asking good questions. So we kept adding to it. So at the end, it was a very nice paper, which builds theory, examines contingencies, and explores both the "why" and the "under which conditions" side of the enquiry.

At the end, even out of seemingly frustrating experiences, the paper comes out better than what it began with. Sometimes positioning is an issue. Garrett Van Ryzin helped us position the paper very well. And that's a nice thing.

A-A: *I asked this question because people complain sometimes. I agree that most of the time things turn out to be better.*

SS: At the end, you don't want a bad paper and you also want a paper that goes to the right audience. We are in the profession of advancement of knowledge, and yes, there will be more failures than successes, and yes that will be frustrating!

AA: *My next question is for the future group of scholars. What is it that one should focus on to become a good scholar? How does one consistently produce high quality work?*

SS: That is again a nice question. It is important to produce high quality work and not merely get some numbers and go ahead because there is a difference between the two scenarios. I would advice a little bit of the mystic Asian philosophy. George told me two things: First, he said, don't let anybody tell you how to work. Individuality matters. Second, he said, you should study

how everybody works. So I think that is a lot of wisdom in that. You need to be unique, but at the same time, you need to learn from the masters – the problems they study, the way they work or the breadth or the depth of their knowledge or how they come up with new ways of thinking. Different people have different ways of doing things. You need to learn the tricks of the trade, but these do not come free. You need to absorb.

AA: *So the mystic Asian philosophy is about this duality – have a distinct individualistic style and identity, but learn from the masters.*

SS: (laughs), yes, yes.

AA: *So that brings us to the next, associated question. What is it that you would consider a taboo in academic research? What would you advise young scholars to not do?*

SS: My advisor told me that one bad paper can kill you. In today's scenario, one could modify that statement and state that one bad sentence can kill you. I know we think we have academic freedom, but freedom doesn't give us the right to do incorrect or inappropriate things. As academics, we are held to a higher standard. Our discourse, our reviews, all need to be appropriate.

AA: *What you just said is important. One of the things I have seen with recent PhD graduates and especially with PhD students is that they do not know the art of constructive criticism. I have seen reviews that focus not on the research but on the person – "This author does not know the subject". So what you are saying is that we need to be careful in our communication, and should always moderate the tone of our discourse.*

SS: Yes, I think that is the idea. I will admit, I used to be like that. I used to write harsh reports. Then one day, I showed my report to a colleague. He told me straightaway that I need to be much more constructive. That should be the goal. Now, I can give two additional pieces of advice here: First, if you think that the idea is not great and not up to the publication standards, then quickly say that this is wrong, and state the reason why you think it is wrong, and propose a solution. The quicker an author gets to know what is wrong, the better it is, because then they can go back and fix things. Second, if you think it almost crosses the bar, then you need to be very helpful. Strengthen the paper, work for the authors. This may also sometimes mean throwing out one of the ideas in the paper so that there is better focus, or latching onto a specific idea or even giving feedback about whether the paper is targeted at the right audience.

I think the problem is that we don't get trained in reviewing. If somebody had trained me, I would have avoided a lot of mistakes in my life.

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IN CONVERSATION WITH 2018 POMS FELLOW SRIDHAR SESHADRI- CONTD...

AA: That is a very good input. PhD programs should have reviewing as an essential art to master. My last question is on the future of our field. Which themes or paradigms will become more important and which are the paradigms or research areas that are currently “in fashion”, so to say, but will fade away or will no longer be useful?

SS: Well, change is constant. I have retooled six times in my life and developed new competencies. I used to work with stochastic processes, then I went into queueing, and then into mechanism of contracting. This was followed by financial side of operations, understanding of pricing and risk. Then I moved into data based enquiry. Nowadays I am dabbling into a little bit of psychology. So, the first thing is, things will change, and your tools need to be changed as you move ahead as a scholar.

That said, what is it that will be big? I think the present has opportunities where there is an abundance of data and data sources, and the speed at which you can get data is very fast. Analyzing and making sense of this data would reveal new ways of working. This is what one should be very comfortable with. This is what I think is going to be big. This is an exciting time for scientific inquiry. Don't stop learning, there is great stuff happening.

Where do we have to be careful? I think we have to be careful about our relevance. If we are not at the forefront of discovery, disciplines like Computer Science will very soon occupy much of the space that we now have. Deep learning and machine learning are going to play a huge role in the future, not just in research, but in everyday life. I have enrolled in deep learning courses at Coursera myself !

AA: Thank you Prof Sridhar for the wonderful interview. I learned a lot during the discussion. It was great to spend this time with you.

SS: Thank you. This was wonderful ■

SUSHIL K. GUPTA POMS DISTINGUISHED SERVICE AWARD - SUBODHA KUMAR



Prof. Subodha Kumar has been awarded the Sushil K. Gupta Production and Operations Management Society (POMS) Distinguished Service Award, 2018 for recognizing his outstanding service to POMS. Currently, he is the Paul R. Anderson Distinguished Professor at the Fox school of business at Temple University.

Prof. Kumar is a long-standing member of POMS. He is the conference chair of the POMS 29th Annual Conference. He has been very active with different activities of the POM Society and has served in many roles. He is the Deputy Editor of POM Journal since 2014. In addition, he is the founding Department Editor (DE) of the POM-IS Interface Department at the POM Journal since 2013. Before assuming his role as a DE, Prof. Kumar was a Senior Editor (2007 – 2013) and a member of the Editorial Review Board (2003 – 2007).

Prof. Kumar is the Associate Executive Director of POMS Information Technology Services since 2017. In this role, he oversees all the IT services of POMS. He was the Vice President – Communications of POMS from 2014 to 2016. Prof. Kumar has chaired the POMS Membership Outsourcing Management Committee, chaired the POMS Website Integration Committee, been a member of the POMS Survey Committee, and been a member of the POM Journal Collaboration Committee. He is also the Web Editor of POMS since 2013 and manages the main website of POMS (www.poms.org).

Prof. Kumar moderated an eDebate titled “eDebates & Conversations (eDC) on twitter, Big Data in Supply Chains” at the POMS 2016 Annual Conference. This was the first eDebate of the POMS Annual Conference. He has also served as a member of the POMS 2012 Skinner Early Career Research Award Committee. Prof. Kumar has also started Facebook and Twitter pages for POM Journal and POM Society. There are more than 740 followers for the Journal page and more than 350 followers for the Society page. On these pages, he provides updates about conferences, updates about POMS events and announcements, updates about paper acceptances in the journal (immediately after the paper is accepted), and updates about Articles-in-Advance, Special Issues, and other journal related news.

On behalf of the editorial team, congratulations for a well deserved award !!

RECOGNIZING EXCELLENT POM PRACTICE: 2018 MARTIN K. STARR EXCELLENCE IN POM PRACTICE AWARD—COLIN KESSINGER

The Martin K. Starr Excellence in Production and Operations Management Practice Award (E-POMP) has been instituted by the Production and Operations Management Society (POMS) to recognize contributions made to the field of Production and Operations Management (POM) by POM practitioners. This award is based on exceptional quality of contributions to the POM field and is presented to that individual who has done an exceptional job in making advances in the practice of POM, promoting the profession, having a significant impact, and building a linkage between industry and academia. These contributions are not restricted to a single organization, and may span time spent at several organizations during the career of the candidate. The cumulative contributions made by each nominee during his/her career are evaluated. It is an international award, and is open to all POM practitioners from around the world. It is POMS' most prestigious award to recognize a practitioner and an industry leader.

The POMS Board in its annual meeting held on April 28, 2006 in Boston, U.S.A. unanimously approved that the award be named after Dr. Martin K. Starr. The POMS Board in its deliberations noted that Dr. Starr has contributed to POMS and its activities since its inception and has been a constant source of guidance and inspiration to POMS. Naming this award after him is indeed a great recognition of his services to the POM profession in general and the POM Society in particular.

The first thirteen recipients of the award are: Dr. Alexander Brown (2017), Dr. Russell Allgor (2016), Mr. Pier Luigi Sigismondi (2015), Dr. Dean Bartles (2014), Mr. Josué Christiano Gomes da Silva (2014), Mr. Thomas Debrowski (2013), Dr. Gang Yu (2012), Mr. Edwin Keh (2011), Dr. Krishan Kumar (2010), Ms. Erin J. Wallace (2009), Dr. Dino Petrarolo (2008), Dr. Corey Billington (2007) and Mr. Lee Cockerell (2006).



The committee for the 2018 (E-POMP) award unanimously selected Dr. Colin Kessinger (Managing Partner, End-to-End Analytics) for this prestigious award. Dr. Colin Kessinger received his PhD in Industrial Engineering from Stanford in 1999. Before joining the consulting industry, Dr. Kessinger worked as an Assistant Professor at the Ross School of Business, Michigan for three years.

Much of Colin's early research was in the area of risk management and supply chain contracts. This field had a lot of academic interest at the time, but the application of the theory was limited in practice. So, in the early 2000s, Colin co-founded

Vivecon, Inc. to commercialize much of the theory. The company used risk models to optimize the investment in capacity and inventory assets and to implement risk-based supplier contracts. For example, Vivecon helped a semiconductor equipment manufacturer develop structured contracts with strategic suppliers to successfully deal with the dramatic bullwhip that this industry experience. This enabled 5% service level improvements during the upswing and avoided 100 days of (excess and obsolete) inventory during the downswing. At an automotive tooling company, Vivecon started formally quantifying uncertainties and implemented models that drove down investment from 3-15% while lowering supply shortages and plant cost overruns. In a power-supply company, the consultants implemented risk-based contracts with suppliers for managing long-lead time purchasing of exotic materials, increasing service levels by 20%.

In 2005, Colin co-founded End-to-End Analytics, a supply chain consulting company. Colin founded the company with a unique purpose: to bring true analytics expertise to solve supply chain and pricing problems. In short, he wanted to bring POM analysis experts with rigorous academic training together with company partners to solve real problems. Over the past 13 years, End-to-End Analytics has grown to 58 consultants, nearly all of whom are trained in the advanced analytics methods (e.g., statistics, operations research, and industrial engineering) which are foundational to the POM community. End-to-End Analytics has a noteworthy list of long-term clients including GM, Google, Intel, Sonos, Estee Lauder, Cisco, Bimbo Bakeries USA, and Nestle. While much of the early work was limited to running analytics, now the majority of the work also involves seeing the analytical results put into practice. This is done either by helping the internal teams to complete the development or by carrying the load for the entire development process. As a result of this work, over \$200 billion of business is either planned, distributed, fulfilled, serviced, priced, or promoted on solutions designed and/or built by End-to-End Analytics.

Colin continues to maintain close ties to the academic community to create a strong bridge between theory and practice. He has taught Operations Management courses at the Haas School of Business at Berkeley and at the Stanford University Management Science & Engineering Department. He has also given many guest lectures in other classes and is a member of the INFORMS Roundtable.

Typically, this award goes to someone who has demonstrated excellent POM practice in an influential manner in one or two companies. But Colin's reach has been far greater. He has developed and implemented deep analytical ideas across many companies. His projects had a very strong influence on executives throughout many industries (especially Silicon Valley). He is considered a thought-leader that is the first contact point for any complex project that involves supply chain analytics.

POMS COLLEGE NEWS

The POMS Board authorizes the creation of the colleges in subject areas of importance to the POM discipline in order to facilitate member activities. Any ten or more members in good standing may apply for the creation of a College in a particular functional discipline. POMS now has **eight** colleges in the following areas: *Behavior in Operations Management*, *Healthcare Operations Management*, *Humanitarian Operations and Crisis Management*, *Operational Excellence*, *Product Innovation and Technology Management*, *Service Operations*, *Supply Chain Management* and *Sustainable Operations*. In this section, we publish annual reports prepared by college officers for five college. Reports for the other colleges will be published in the next issue.

College of Behavior in Operations Management



Submitted by **John Aloysius** (Walton College of Business, U. of Arkansas), President

The POMS College of Behavior in Operations Management creates a community for those whose research on operations management involves the study of human behavior that departs from the rational. Apart from the POM Journal, members of the college also publish their behavioral work in other leading operations and business journals. Researchers with similar interests have an opportunity to interact with people who are working on related problems through the college. Younger researchers who are learning the different pathways to scholarship, as well as established scholars whose work is evolving, are welcome to participate in the activities of the college.

The college organized a mini-conference the day before the POMS 2018 annual meeting in Houston in May, with a total registration of 53 people. Among the features of the mini-conference were presentations by those who entered the college competition for working papers by junior scholars (PhD students and recent graduates). The 15 deserving submissions were each assigned to three reviewers (who were not members of the college committee), and based on the review scores, six finalists were selected. The awards committee (**Nikolay Osadchiy** (Emory University), **Tony Cui** (University of Minnesota), and **Kyle Hyndman** (University of Texas, Dallas) then read the six finalist papers and also the reviewer comments from the first round of

review, to evaluate and rank the finalists. The college would like to extend their congratulations to all who entered for commendable work, but especially to the six finalists (who each received a travel award of \$500), including the honorable mention (who also received a plaque), the runner-up (an additional award of \$300 and a plaque), and the winner (an additional award of \$500 and a plaque).

Winner: **Blair Flicker** Managerial Insight and “Optimal” Algorithms

Runner-up: **Bhavani Shanker Uppari** Modeling Newsvendor Behavior: A Prospect Theory Approach

Honorable mention: **Dennis Zhang** How Does Dynamic Pricing Affect Customer Behavior on Retailing Platforms? Evidence from a Large Randomized Experiment on Alibaba

Finalist: **Mahdi Mahmoudzadeh** On the Non-Equivalence of Trade-ins and Upgrades in the Presence of Framing Effect: Experimental Evidence and Implications for Theory

Finalist: **Behrooz Pourghannad** Is Simplicity the Ultimate Sophistication? Wholesale Pricing vs. Non-Linear Pricing

Finalist: **Yuqian Xu** When Is the Root of All Evil not Money? The Impact of Load on Operational Risk at a Commercial Bank

The mini-conference also featured a very interesting presentation from **Jeremy Brann**, Head of Economics Excellence for Shell Exploration & Production Co. in Houston, TX. Dr. Brann’s talk drew on his 13 years of experience in the oil & gas industry, primarily working to improve the decision-making capability of the Shell businesses he supports including upstream, integrated gas, and downstream directorates. It was striking that despite the current proliferation of analytics and machine learning that

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The finalists of the junior scholar working paper competition of the College of Behavior in Operations Management with the awards committee.

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is changing decision making processes in industry, to a considerable degree his teams use judgment in their decision making. His anecdotes provided a window into biases that affect operational decisions of remarkable scale at a subsidiary of Royal Dutch Shell, one of the largest firms by revenue in the world. Thanks to **Chalam Narayanan** (University of Houston) for coordinating Dr Brann's presentation at the mini-conference.

At the business meeting of the college there were some suggestions for future initiatives. First, given the success of the junior scholar working paper award, there was a call for an award for outstanding mentor. There was support for this initiative as it would recognize senior members who serve by promoting talent and by ensuring that we pass the torch to the next wave of scholars. Second, there was a suggestion that we explore the possibility of a website or social media-based digital presence that would help the behavioral operations community to interact, exchange ideas, and to disseminate knowledge. Finally due to a directive from the POMS leadership to ensure timely planning for the annual conference, there was a consensus that we needed a proposal for smoother transition for office bearers in the college. It was resolved that the committee would formulate such a proposal for approval by the general membership, perhaps using a similar transition that the college of sustainable operations went through last year as a model.

The POMS college of Behavioral Operations looks forward to the coming year, in which we will introduce these new initiatives and seek to serve the POMS membership as they pursue their professional goals. As always, a big thank you to members of the college for their scholarship that advances the field!

College of Supply Chain Management



Submitted by **Dorothee Honhon** (UT Dallas), President and **Pelin Pekgun** (University of South Carolina), VP of Communications).



This year, the College of Supply Chain Management (SCM) organized a plant tour to the Anheuser-Busch Houston brewery in lieu of a mini-conference on Thursday, May 3rd. Anheuser-Busch is a subsidiary of Anheuser-Busch InBev, which is the world's largest brewing company with over 500 brands that are sold in more than 150 countries around the world. In its portfolio, it includes popular brands such as Budweiser, Corona, and Stella Artois. The two primary brands that are brewed at the Houston facility are Budweiser and Bud Light. A group of 50 members of the College joined in for the trip which included a guided tour and a logistics presentation. Upon arrival to the facility, we were

divided into groups of 25, with one group first attending the presentation and then the tour, and the other going in reverse order. During the presentation, we learnt that Bud Light was their highest selling brand and that they were starting to include more craft beer into their portfolio. We also learned that the four ingredients that are at the heart of every beer are barley, water, hops, and yeast. As we toured the facility, the team members were very nice in answering all of our questions. After about 90 minutes, both groups gathered for a beer tasting along with some delicious hors d'oeuvres (courtesy of the College of SCM!). The entire visit at the Anheuser-Busch facility lasted about 3 hours. We are grateful to Sebastian Heese, VP of Meetings for the College and to Xiuli He, POMS VP of Colleges for working out the logistics of the event.

This year again our College organized a mentorship initiative. Members who had signed up previously were invited to meet with their mentor or mentee and engage in an hourlong discussion centered around topics such as career advancement, research productivity, preparation for the job market, dual career management, etc. on Thursday evening. The day concluded with a joint reception of all POMS colleges where participants socialized in a relaxed atmosphere while enjoying drinks and hors d'oeuvres.

In addition to the mini-conference, the College of SCM also hosted its annual student paper competition which, this year, was chaired by Rick So from the University of California Irvine. A total of 48 paper submissions were received and the papers were judged by 100 referees with four referees per paper. Based on the referee evaluations, six finalists were chosen. These finalists presented their paper at two sessions on Saturday May 5th at the POMS Conference. Each paper was allotted 20 minutes for the presentation, followed by a 10-minute Q&A session in front of a jury. Presentation quality was taken into account to decide the first and second prize winners, which were announced at the business meeting in the evening of the same day. The jury was composed of Atalay Atasu from Georgia Tech, Vinayak Deshpande from the University of North Carolina at Chapel Hill, H. Sebastian Heese from the NC State University and Dorothee Honhon from the University of Texas at Dallas.

All six finalists were awarded up to \$500 of support for out-of-pocket expenses and complementary conference registration for the 2018 Annual POMS conference. The first prize, which was accompanied by a \$600 honorarium, was awarded to Lennart Baardman and Divya Singhvi from the MIT OR Center for their joint paper entitled "Leveraging Comparables for New Product Sales Forecasting", co-written with their advisor Georgia Perakis (MIT Sloan School of Management) and Igor Levin (Johnson and Johnson Consumer Company). The second prize, which was accompanied by a \$300 honorarium, was awarded to two finalists this time: Harish Guda from the University of Texas at Dallas for his paper entitled "Strategic Surge Pricing and Forecast Communication on On-Demand Service Platforms", co-written with advisor Upender Subramanian, and Zhe Liu from Columbia Uni-

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versity for his paper entitled "A General Model of Inventory Management with Dual Sources: Trading off Lead Time and Cost Differences", co-written with advisor Awi Federgruen. Honorary mentions, accompanied by a \$100 prize, were given to the three remaining finalists: Ali Fattahi from the University of California at Los Angeles for his paper entitled "Mass Customization and Forecasting Options' Penetration Rates Problem" (written with advisor Reza Ahmadi); Duo Shi from Washington University for his paper entitled "3D Printing vs. Traditional Flexible Technology: Implications for Operations Strategy" (written with advisors Lingxiu Dong and Fuqiang Zhang); Wenchang Zhang from University of Maryland for his paper entitled "Managing Market Thickness in Online B2B Markets" (written with advisor Wedad Elmaghraby).

This year, the business meeting of the College took place in the evening of Saturday May 5th. College President Vinayak Deshpande began with an update on the college membership, showing a sharp rise to over 1000 members compared to last year's 900+ figure. He also reported the general healthy state of the College's finances. He thanked the people who served as track chairs for the 2018 POMS annual meeting under the five tracks which are the responsibility of our College. College VP of Meetings, H. Sebastian Heese, reflected on the success of the plant tour at Anheuser-Busch showing pictures and sharing preliminary survey results. College VP of Communications, Dorothee Honhon, then shared some statistics on the college's mentorship initiative, which was attended by 55 participants this year. After the announcement of the student paper competition results, the business meeting proceeded with the election of Lauren Lu from the University of North Carolina at Chapel Hill as President-Elect, Pelin Pekgun from the University of South Carolina as VP of Communications, Amy (Xiajun) Pan from the University of Florida as VP of Special Events, Marcus Bellamy from Boston University as Secretary and Dorothee Honhon from the University of Texas at Dallas as President (formerly, President-Elect and VP of Communications). Vinayak Deshpande from the University of North Carolina at Chapel Hill was thanked by the board for his service as President (switching to the title of Past President). The rest of the board continues to serve for another year: H. Sebastian Heese from NC State University as VP of Meetings and Vidya Mani from Penn State as Treasurer. Finally, plans for next year's POMS Annual Meeting in Washington, DC were discussed, with the possibility of organizing a plant tour and/or a mini-conference as well as an off-site dinner reception.

For more information about the POMS College of Supply Chain Management, a list of past and upcoming events, please check our webpage at (www.poms.org/colleges/cscm/) and sign up to become a member of our LinkedIn group (<https://www.linkedin.com/grp/home?gid=8106962>).



All Student awardees at the College of SCM Business meeting. Congratulations!

College of Service Operations



Submitted by Liana Victorino (University of Victoria)

The POMS College of Service Operations (CSO) held its biennial mini-conference this year which was organized by the CSO's VP Programs, Jie Zhang (University of Victoria) and Barry Cross (Queens University). The mini-conference was dedicated to the theme of, "Creating Enthusiasm in Customers through Service Excellence: Service Technology, Experience, and Design." In the morning, we heard from two engaging speakers: Krishwin Robinson (Senior & General Management, Pharmacy and Retail Operations Division, Walgreens) who reflected on the current state of retail pharmacy and Paul Kamprath (Director, Materials and Logistics, Chemical Industry, Baker-Hughes, a GE Company) who shared a service and supply chain story about getting it right in oilfield chemicals. Then in the afternoon, we went on a tour of Houston Methodist Hospital, led by Kimberly Goode (Director of Guest Relations Administration and Service Quality), and learned about their patient experience practices. We enjoyed a day filled with interesting insights about service excellence.

At the POMS college of Service Operations business meeting we presented several awards. Congratulations to the winners of the POMS College of Service Operations Most Influential Service Operations Paper Award: Tingliang Huang and Ying-Ju Chen for their POM article titled: "Service systems with experience-based anecdotal reasoning customers" and Anita L. Tucker & Sara J. Singer for their POM article titled: "The effectiveness of management by walking around: A randomized field study." Congratulations also to Joy M. Field who was presented with the Distinguished Service Award and Rohit Verma who was presented with the Lifetime Achievement Award.

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Overall, the POMS College of Service Operations appreciated the opportunity to: exchange ideas with industry professionals, recognize influential research in service operations, celebrate with one another, and inspire connections among our members.



College of Service Operations members get together for a snap!

College of Sustainable Operations



Submitted by Michael Galbreth
(U. of South Carolina) Past-President

The College of Sustainable Operations had another great year, full of events and activities. This year's College Mini-Conference was held prior to the 2018 POMS Annual Conference in Houston. The event kicked off with a panel discussion of pollution issues in the state of Texas, organized by Luke Metzger, the Executive Director of Environment Texas. Panelists included researchers and legal experts on issues ranging from clean water to air pollution, Superfund sites, and environmental justice. After this discussion, the group participated in a "Toxic Texas" bus tour of local Superfund sites, guided by volunteers from Texas Environmental Justice Advocacy Services. Overall, the mini-conference was a resounding success, thanks to the work of co-organizers Neil Geismar and James Abbey of Texas A&M University.

As in previous years, the College also conducted a Student Paper Competition in 2018, the goal of which is to identify promising new research while providing visibility to doctoral students working in sustainable operations. This year's competition was co-chaired by Yannis Bellos (George Mason University) and Michael Lim (Seoul National University). The initial call for entries was made in November 2017, and many high quality papers were received for the competition. Each submission was evaluated by multiple faculty members in the area of sustainability

(thanks to the nearly 20 judges who handled one or more of these papers!), and the finalists went through two rounds of judging. We are pleased to announce this year's winner, Anna Sáez Tejada Cuenca from UCLA, for her paper entitled "Can Brands Claim Ignorance? Unauthorized Subcontracting in Apparel Supply Chains." In addition, a runner up award was presented to Ali Fattahi, also from UCLA, and an honorable mention to Sanjith Gopalakrishnan from UBC. These awards were presented on May 5, 2018 during our College of Sustainable Operations business meeting.

We also had four successful invited research tracks at the 2018 POMS Annual Conference: Closed Loop Supply Chains (Chaired by Gökçe Esenduran and Paolo Letizia) with 10 invited sessions, Environmental OM (Chaired by Andre Calmon and David Drake) with 19 invited sessions, Socially Responsible Operations (Chaired by Saed Alizamir and Tim Kraft) with 10 invited sessions, and Energy Supply Chains (Chaired by Safak Yucel and Powell Robinson) with 8 invited sessions and 1 practitioner panel. We continue to see strong interest in each of these conference tracks.

Finally, I am pleased to present our new College board. The individuals below were elected by the College membership, and their new positions were announced at our College meeting in Houston:

President: Gökçe Esenduran (Purdue University)

President-Elect: Luyi Gui (UC – Irvine)

Past President: Mike Galbreth (University of South Carolina)

VP Outreach and Awards: Suvrat Dhanorkar (Penn State)

VP Meetings: Owen Wu (Indiana University)

Secretary/Treasurer: Basak Kalkanci (Georgia Tech)

Online Editor: Wenbin Wang (Shanghai U. of Finance and Economics)



Student Paper Competition winner Anna Sáez Tejada Cuenca with award co-chairs Yannis Bellos and Michael Lim

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College of Humanitarian Operations and Crisis Management



Submitted by Alfonso J. Pedraza-Martinez, (Indiana University), President

The College of Humanitarian Operations and Crisis Management (HOCM College) at POMS started in 2011 with 35 members and had 120 members in 2018. The HOCM College is comprised of a group of researchers and practitioners with a common interest on studying operations management of humanitarian systems under stress or severe resource constraints. The group's objective is to share practices, research results, and/or relevant information to have a meaningful impact when solving or approaching humanitarian operations and crisis management. The following officers served at the HOCM College in 2018:

President : Alfonso J. Pedraza-Martinez (Indiana University)
 Past President: Maria Besiou (Kühne Logistics University)
 Secretary: Laura Turrini (European Business School)
 Treasurer: Nathan Kunz (University of North Florida)
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 Vice President of Awards: Marianne Jahre (Norwegian Business School)
 Vice President of Outreach: Mahyar Eftekhari (Arizona State)
 Vice President of Communications: Erica Gralla (George Washington University)

The HOCM College had a great presence at the 2018 POMS annual meeting. Professors Maria Besiou and Mahyar Eftekhari served as co-chairs of the HOCM track. We are very happy with this year's response from our community and members. The HOCM track accepted 79 abstracts, which included 41 invited and 38 contributed abstracts. We remark that the HOCM College had the second highest number of abstracts of all tracks at POMS 2018 (after Supply Chain Management). Moreover, the HOCM College organized three panels; this was the first time the College organized panels.

Consistent with previous years, the presentations spanned from analytical work to practice-ready and case study applications. Topics included non-profit operations, humanitarian response capacities, service delivery, resilience, health operations, collaboration, leadership, humanitarian operations, and simulation, among other interesting themes. The sessions were a great success thanks also to the participation of the attendees. The questions, comments and discussions enriched each session.

In addition to the regular presentations and sessions, the HOCM

College organized a Mini-Conference with discussion panels focused on disaster management in the United States. Following the HOCM College tradition, all the Mini-Conference speakers were practitioners. We had speakers from public, nonprofit and private organizations. In 2018, the Guest Speakers of the Mini-Conference included:

Diana Herriman, FEMA Logistics Management Directorate
 Kent Weathers, Logistics Management Branch Chief, FEMA Region IV
 Francisco Sanchez, Deputy EMC/PIO, Harris County Office of Homeland Security & Emergency Management
 Marly Maskill, Associate Director of Operations and Training, Houston Food Bank
 Nealan C. Kerwin, Business Continuity Manager, NRG, Reliant

Thanks to an outstanding group of speakers, this year we had 66 attendees. We want to express our gratitude to VP of Meetings Miguel Jaller for making this a successful event.

As it has been customary, the college also organized a HOCM Best paper Award. Our VP of Awards Marianne Jahre led this process. A group of experienced referees reviewed a total of 25 excellent submissions. The committee would like to thank the colleagues who helped refereeing papers for this competition. The competition resulted in:

Winner

- Design of Public Warning Systems : Saed Alizamir, Francis de Vericourt and Shouqiang Wang.

Runner-up

- Designing response supply chain against bioattacks, by David Simchi-Levi, Nikos Trichakis and Peter Yun Zhang

For next year, we expect to continue growing and share our vision with our community and the new members. The HOCM Committee would like to invite you to participate in our college activities at POMS 2019 in Washington D.C., and to join us for the Mini-Conference on the day before the main conference commences. It will be a special meeting for the College considering the event's location. We also encourage you to submit your presentation abstracts to the HOCM track, which will be announced later this year.

Finally, if you are interested in knowing more about the HOCM College and our future activities, please visit our website (URL: http://www.poms.org/colleges/College_of_humanitarian_operat/), or join our LinkedIn group "POMS College of Humanitarian Operations and Crisis Management (HOCM)" (URL: <https://www.linkedin.com/groups/7052898>).

RALPH GOMORY BEST INDUSTRY STUDIES PAPER AWARD



Industry Studies Award

Submitted by Hui Zhao
(Penn State University)

The article “Mitigating the U.S. Drug Shortages Through Pareto-Improving Contracts” by Justin Jia (Krannert School of Management, Purdue University) and Hui Zhao (Smeal College of Business, Penn State University) has won the runner-up position for the Ralph Gomory Best Industry Studies Paper Award 2018.

The Industry Studies Association (ISA) paper competition considered 2017 papers published in the following journals: Industrial and Corporate Change, Industrial and Labor Relations Review, Journal of International Business Studies, Manufacturing and Service Operations Management, Production & Operations Management, Strategic Management Journal and Strategy Science.

Our project started in 2012, when the escalating drug shortages have drawn tremendous attention from healthcare providers, patients, and media. They also spurred an executive order from the President and a special Drug Shortage Program within the FDA. In spite of the vast number of reports and news articles, there did not seem to be a coherent story about what caused drug shortages. There are so many stakeholders of this problem, each looking at it from a different perspective. There were also many claims on who should be responsible for the problem as well as proposed solutions. However, none of them seem to be based on rigorous analysis and limited academic literature was devoted to this problem. Our goal was to fill this gap by proposing a solution based on rigorous analysis of the drug supply chain. Our first step was to consolidate the large amount of information and the perspectives of different stakeholders to come up with coherent causes of the problem based on which we could propose a solution. As can be imagined, this step took us a long time. However, the efforts paid off, as these perspectives of the different Stakeholders eventually became objective function for each of them in the drug supply chain we modelled in the paper. Second, from the first step we knew that for any solution to be useful, we must consider all the stakeholders’ objectives. Hence, we suggested a Pareto-improving solution. Third, in addition to showing the existence of Pareto-improving solutions, we also need to quantify their impact, which requires detailed modeling of the drug supply chain and testing our results with real data. We used data from SEER 18 and SEER-Medicare Link, two research databases maintained by National Cancer Institute. Analyses of these data indicated potentially significant shortage reduction based on our proposal.

Throughout our research, we have actively pursued interactions with government agencies and industry practitioners. In 2014,

we were invited to make a presentation to key staff of the FDA and the Office of the Assistant Secretary for Planning and Evaluation (ASPE) in the U.S. Department of Health and Human Services, who later presented our proposal in the national ASHP/ Pew drug shortage stakeholders’ meeting and helped us to connect with industry practitioners (GPOs) to discuss the potential of implementation. We also made connections with manufacturers interested in our proposal through industry forums. These interactions helped us not only to improve our model/analysis but also provided additional behind-the-scene understanding of the pharmaceutical industry. In particular, our interactions with the industry partners brought tremendous insights of why the proposed drug purchasing contracts could be “intriguing” to certain players due to the unique features and incentive misalignment of the drug supply chain. These interactions greatly enriched our model insights and discussions in the paper, adding breadth and depth.

Finally, we are indebted to the editors of Industry Studies and Public Policy Department of POMS journal who handled our paper and made great suggestions to improve the paper and the department editors for nominating our paper for the Ralph Gomory Best Industry Studies Paper award. It is a great honor !

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UPCOMING POMS INTERNATIONAL CONFERENCE

POMS 2018 International Conference in Spain

October 22-24, 2018, Granada, Spain

Conference Website: www.poms-granada.es



Luis Miguel Molina Fernández, Full Professor, Universidad de Granada,

Juan A. Marín-García, Assoc. professor, ACEDEDOT representative, Universitat Politècnica de València

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Martin K. Starr, Professor Emeritus, POMS co-founder

Welcome to Spain during fall for the Production and Operations Management Society (POMS) 2018 International Conference! The conference is hosted by the University of Granada (UGR) and will be held at the Hotel Abades Nevada.

The conference program includes research symposia, workshops, project exhibitions and panel discussions that will provide an in-depth engagement with topics and issues interest to delegates. We seek contributions from all interested academics, representatives from industry or organizations, and students in the advancement of innovative technologies and application of OM methods linking manufacturing and services.

Optional pre/post tours will be organized for those wishing to visit some of Granada's most beautiful monuments and secrets. We're sure to have an exciting time during the ideal season to visit the millennial city between the Mediterranean Sea and the mountains of Sierra Nevada. We look forward to your participation!

Conference Chair

Daniel Arias Aranda, Full Professor, University of Granada

Associate Program Chairs

Beatriz Minguela Rata, Assoc. Professor, President of ACEDEDOT, Universidad Complutense de Madrid,

Rafaela Alfalla Luque, Vice-President of ACEDEDOT, Universidad de Sevilla

Associate program chair and proceedings coordinators

José Ángel Miguel Dávila, Full Professor, Secretary of ACEDEDOT, Universidad de León,

Important Dates

Abstract Submission Deadline : 30th June 2018

Early Bird Registration : 3rd September 2018

(Free Registration for PhD students!)

Regular Registration Closes : 15th October, 2018

Workshop and Panel Proposal : 31st August, 2018

For more information visit the conference website: www.poms-granada.es ■

UPCOMING POMS INTERNATIONAL CONFERENCE

POMS 2018 International Conference in Sri Lanka

December 14-16, 2018, Kandy, Sri Lanka

Conference Website: www.poms2018.org



Welcome to Sri Lanka during winter for the Production and Operations Management Society (POMS) 2018 International Conference! The conference is hosted by the Department of Manufacturing and Industrial Engineering (<http://eng.pdn.ac.lk/mie/>), Faculty of Engineering, University of Peradeniya (UOP) in collaboration with Departments of Engineering Management and Engineering Mathematics, Faculty of Engineering, Department of Computer & Statistics, Faculty of Science and Department of Operations Management, Faculty of Management of University of Peradeniya, Sri Lanka.

The conference program includes research symposia, workshops, project exhibitions and panel discussions that will provide an in-depth engagement with topics and issues interest to delegates. We seek contributions from all interested local and international academia, graduate/postgraduate and industrial participants who are involved in the advancement of innovative technologies and applications of Operations Management and Industrial Engineering methods related to Production / Manufacturing and Service systems.

Optional pre/post tours will be organized for those who wish to visit some of the most beautiful and sacred monuments as well as the Cultural and Natural World Heritage Sites in Sri Lanka. You will surely have an exciting time at the hill capital of Sri Lanka during this exquisite season.

Conference Chair

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Dr. C.D. Senanayake, University of Peradeniya

Important Dates

Abstract Submission Deadline	: 30th June 2018
Notification of Abstract Acceptance	: 15th July 2018
Full Paper Submission	: 30th August 2018
Full Paper Acceptance	: 25th October 2018
Final Paper Due	: 10th November 2018

For more information visit the conference website:
www.poms2018.org ■

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