

POMS CHRONICLE

FIRST ISSUE 2023

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Dr. Zuo-Jun (Max) Shen
 Chancellor's Professor
 Professor
 -Department of Industrial Engineering and Operations Research
 -Department of Civil and Environmental Engineering
 Co-Director
 Environmental Science and New Energy Technology, Tsinghua-Berkeley Institute

Dear POMS members,

Over the past 20 years, I have been actively involved in various capacities in POMS, and it has been a fulfilling experience that enriched my professional life. In 2022, I took over the society's reins from Prof. Chelliah Sriskandrajah and served as the President of POMS. I am passionate about advancing what POMS has already achieved and realizing its mission as an international organization representing the interests of POM professionals from around the world.

I served as the general conference chair for our 30th annual conference in 2019, which was the last POMS Annual Conference held in person. We then faced unprecedented challenges due to the COVID-19 pandemic in the last three years. In response, we shifted to hosting our conferences and workshops online, which allowed us to continue to foster collaboration and knowledge sharing among our members. Although our POMS membership for Year 2022 did not reach pre-pandemic levels, we can still see strong growth and progress.

The healthy state of POMS would not have been possible

(Continued on page 3)

EDITORIAL TEAM

Editor (for this issue): Carlos M. Parra (FIU), cmaparra@fiu.edu

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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, Carlos M. Parra at cmaparra@fiu.edu

Electronic copies of current and past issues of POMS Chronicle are available at:

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POM Journal

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to the POM journal at:

<https://onlinelibrary.wiley.com/journal/19375956>

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P O M S 3 3 R D A N N U A L C O N F E R E N C E

M A Y 2 1 – 2 5 , 2 0 2 3

2023 Annual Conference will be held at the Hyatt Regency, 9801 International Drive,
Orlando, FL 32819, U.S.A.

Conference Theme: **Fostering and Better and Smarter World with POM**

General Chair: Dr. Amit Eynan, University of Richmond, Richmond, VA, U.S.A.

Program Co-chairs:

Dr. Noam Shamir, Tel Aviv University, Tel Aviv, Israel.

Dr. Vikram Tiwari, Vanderbilt University, Nashville, TN, U.S.A.

Dr. Muge Yayla-Kullu, University of Central Florida, Orlando, FL, U.S.A.

FROM OUR OUTGOING PRESIDENT - CONTD.

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without your support and commitment to advancing the area of POM. Your dedication to knowledge sharing, innovation, and collaboration has been the cornerstone of our society's success. Our focus on increasing engagement in virtual conferences and workshops has helped to facilitate knowledge sharing and collaboration across international borders. We have made significant progress in building stronger partnerships with industry partners and policymakers to identify emerging issues and opportunities for collaboration. Our online 2022 annual POMS conference, "Emerging Domains of POM," showcased the critical importance of our society in addressing emerging problems in business, healthcare, government, and non-profit organizations in both developed and developing countries.

We have also placed an emphasis on enhancing the visibility and impact of POMS through multiple initiatives, such as enhancing our published journal, social media channels, and POMS websites. We dedicate ourselves to continuously improving the quality and impact of our flagship journal, *Production and Operations Management*. The journal continues to excel in knowledge creation and dissemination. There has been a steady increase in the submission rate to the journal. In particular, the POM journal has encouraged practice-based research and appeared with increasing number of papers involving emergent concepts, such as Big Data, Internet of Things, and Block Chain. It has gained attention from researchers as well as practitioners. The journal has launched special issues on topics such as "Responsible Data Science", "Diversity, Equity, and Inclusion in Operations and Supply Chain Management", "Social Technologies in Operations", and "New Business

Models and Operations Innovations". Having served as a senior editor and department editor for many years for the Data Science, Optimization, and Stochastics Department, I am excited about and appreciate these efforts to expand our boundaries by developing new models and methodologies. We have also published a special issue on the 30th Anniversary Issue of *Production and Operations Management* in 2022.

Last but not least, consistent with POMS's strategic mission, we have placed a strong emphasis on supporting the professional development of our members through teaching workshops, Doctoral Consortium, and mentorship programs. We believe that these opportunities can enhance POM education at all levels, foster the growth and success of our members, and ultimately contribute to the advancement of the field of *Operations Management*. The challenges faced by universities, such as falling enrollments and evolving state legislations, have made it more important than ever for faculty colleagues to collaborate, innovate, and stay up-to-date on the latest developments in their field.

I would like to express my deepest gratitude to the organizing committee members for the conferences, workshops, Doctoral Consortium, and mentorship programs. I greatly appreciate the invaluable administrative support and leadership from our executive director, Sushil Gupta, for his continuous devotion to and impeccable execution of the planning process.

I look forward to the upcoming on-site 2023 Annual POMS Conference, College Mini-Conferences, and the POMS 2023 International Conference. The on-site conferences provide excellent opportunities for members to

FROM OUR OUTGOING PRESIDENTS – CONTD.

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present their research, learn about the latest developments in Operations Management, and connect with colleagues from around the world face-to-face. I hope you will enjoy the presentations, develop new ideas, renew old friendships and make new friends, and have a good time at the conferences.

Thank you for your continued support of POMS.

Sincerely,
Max Shen

FROM THE EDITOR

Carlos M. Parra (Florida International University)
POMS Chronicle Editor

Dear fellow POMS members,

Welcome to this year's POMS Chronicle.

We greatly apologize for not having been able to produce one last year. In lieu of that, for this year's volume we've put together a double issue (on average 60% longer than previous volumes).

This double issue starts with a presidential message from our president (Z. Max Shen). On the following page we have an update from the outgoing VP of publications (Sriram Narayanan), with whom it has been an immense pleasure collaborating to produce this news letter, conducting interviews with prominent POMS members, as well as associated PODCASTS.

This double issue also includes in-depth conversations with: our outgoing president (Z. Max Shen), our incoming president (Nagesh Murthy), 2022 POMS Fellows (Milind Dawande and Z. Max Shen), as well as with 2022 POMS Distinguished Service Award winner (Jerry Burke).

We also have a 2022 Annual Conference recap from conference chair Funda Sahin. Along with notes from all three 2022 Early Career Award winners, both 2022 Teaching Innovation Award winners, and all three 2022 Emerging Economies Doctoral Student Award winners.

All of the interviews and notes mentioned above are full of advice and insights for our members, and are thus enlightening! As always, we greatly value your readership, support and feedback.

Cheers,

Carlos M. Parra
Information Systems and Business Analytics
Florida International University

POMS PUBLICATIONS TEAM UPDATE

A note from the Vice President of Publications

It is my great pleasure to write this note as an outgoing vice president of the society. I briefly reflect the accomplishments of the team. Over the past two years, we have worked hard on multiple fronts. In particular, we have focused on a three-fold strategy as far as the society's digital presence is concerned.

First, we expanded the publications team. In addition to the traditional POMS Chronicles Editor (that Prof. Carlos Parra took over), we also launched three new positions. These positions are (a) Podcast editor (led by me); (b) POMS Video Series (led by Prof. Ravi Srinivasan) and (c) a POMS Blog Editor (Led by Dr. Jung Young Lee from Northern Illinois University). Expanding this team has served in helping bring more streamlined organizations to the roles in addition to the social media initiatives that are managed by Dr. Subodha Kumar and Dr. Rakesh Mallipeddi.

Second, we launched the POMS-Podcast. The podcast is available on iTunes, Spotify, and Sound Cloud platforms. Since we started the podcast series, we now have reached 43 countries where there was at least one listener. These countries include United States; Germany; India; United Kingdom; Canada; Netherlands; Spain; Republic of Korea; Russian Federation; Jordan; Finland; South Africa; Hong Kong; Singapore; Belgium; Saudi Arabia; Australia; Egypt; Islamic Republic of Iran; Malaysia; New Zealand; United Republic of Tanzania; Vietnam; France; Greece; Mexico; Nigeria; Oman; Brazil; Colombia; Japan; Malawi; Norway; Sierra Leone; Trinidad and Tobago; Barbados; Denmark; Luxembourg; Macao; Nepal; Romania; Slovakia; Sri Lanka. We have had a total of 836 plays for 5 episodes. We recently recorded another 4 new episodes that will be pushed out in the next few weeks. The podcast is poised to do a lot more, and there are several ideas in the pipeline for POMS members.

Third, we also launched the POMS video series. The video series, led by Prof. Ravi Srinivasan – has been an important complement to providing sound bites to published POMS articles. To launch the video series, we prepared self-help guides and PowerPoint templates to ensure POMS branding. We invite authors who have forthcoming papers in the Production and Operations Management Journal (POMJ) to summarize their study in a short video under 5-minutes to increase visibility for the work that is published in POMJ. I am grateful to Dr. Srinivasan for and doing such an outstanding job. A unique feature of our Video series is that authors can self-record a 5-minute video of their study's findings and share on the POMS YouTube channel. The number of videos is slowly increasing and so far we have created more than 30 videos. On our YouTube channel, we now have a total of 9657 views of which only 13.7% are views from United States. A vast ma-

jority of the views are from international countries that include India (2.3%), Canada (1%), Germany (0.9%) among many other countries. The distribution of views suggests that the reach of our YouTube channel perhaps is larger than the podcast (as accurate number of countries are not available in our free YouTube data). We have been working to help improve the reach of the videos as well, moving forward. We believe that this initiative will continue to be scaled.

When seen in the light of the fact that China neither has any iTunes podcast or YouTube, this data augurs well for the society and our international reach. These efforts would not be possible without efforts from the entire POMS publications team of Prof. Subodha Kumar – Deputy Editor of POMJ and Professor Kalyan Singhal, Editor in Chief of POMJ. They have been supportive of every initiative we have proposed, true to POMS innovative spirit.

Once the new website for POMS is launched, we will also be ready to add blogs to articles to increase the reach of the articles published in POMJ further.

In addition, the publication groups also contributed to working with POMS LinkedIn and YouTube channels along with Dr. Rakesh Mallipeddi at Ohio State. Along with Prof. Bala Shetty, who played a leadership role in launching the PhD job market series that has been received extremely well.

Last but not the least, I am indebted to Prof. Carlos Parra at Florida International University for taking over the POMS Chronicles. Under his leadership, we tried a new format for Chronicles to pair important write-ups with a Podcast. Integrating the podcast and Chronicles allows us to increase the reach of POMS Chronicles. Prof. Parra's dedication to producing high quality Chronicles is commendable.

Overall, with our initial success, we are well placed for the future. As I move on from the role, I am excited that Dr. Mike Pinedo at New York University will be our new VP for publications, and I am sure he will work to take POMS initiatives to even greater heights along with the team. I am deeply grateful to the POMS organization for providing me with this valuable opportunity to contribute positively, and I feel it was a distinct honor to serve the society in this important role.

Sriram Narayanan
Michigan State University

INTERVIEW WITH OUTGOING PRESIDENT — DR. Z. MAX SHEN

Please access PODCAST of this interview at:

https://soundcloud.com/user-398873235/poms-outgoing-president-final?utm_source=clipboard&utm_medium=text&utm_campaign=social_sharing

Carlos Parra (C): We are here with Dr. **Zuo-Jun (Max) Shen**, who is the Vice-President and Pro-Vice-Chancellor (Research) and the Chair Professor in Logistics and Supply Chain Management at the University of Hong Kong. He is on leave from the University of California, Berkeley, where he is a Chancellor's Professor in the Department of Industrial Engineering and Operations Research and the Department of Civil and Environmental Engineering. He received his Ph.D. from the Department of Industrial Engineering and Management Sciences at Northwestern University. He has been active in the following research areas: integrated supply chain design and management, operations management, data driven optimization algorithms and applications, energy systems, and transportation system planning and optimization. Max has extensive research collaborations with government agencies as well as private companies. Max is serving as the president for the Production and Operations Management Society, has served as a Department Editor for the Journal of Production and Operations Management, and Associate Editor for leading journals such as Operations Research and Management Science. Max received the CAREER award from National Science Foundation, the Franz Edelman Laureate Award from INFORMS, won several best paper awards, and was elected Fellow of INFORMS in 2018. Thank you very much for joining us and serving as president of our society.

(C): Could you please tell us about the strategic directions that have been undertaken in our society under your leadership.

Z. Max Shen (M): Thank you, Carlos. As the president of POMS in 2022, I have been committed to advancing our society, just as all previous presidents have focused on taking the field in the right direction.

Our primary focus has been on fostering cooperation, innovation, and knowledge sharing among our members while also addressing the emerging challenges faced by our society. This can be achieved by extending and integrating knowledge that contributes to the improved understanding and practice of POM, as well as to disseminating useful knowledge to governments, public and private organizations, managers, students, and the general public.

First of all, we have tried to increase the engagement of our members in conferences and workshops to facilitate knowledge sharing and collaboration. In 2019, I served as conference chair for our 30th annual conference, which has been the largest annu-

al POMS conference and reached a new record in attendance.

By promoting international engagement, we hope to foster a global network of POM scholars and encourage cross-culture collaborations. We have made significant progress in building stronger partnerships with industry partners and policymakers to identify emerging issues, along with opportunities for collaboration. The theme for the online POMS annual conference in 2022, "Emerging Domains of POM", highlights the critical importance of our society in the effort to address emerging problems in business, healthcare, government, and nonprofit organizations in both developed and developing countries.

Secondly, we have focused on enhancing the visibility of POMS through various initiatives such as enhancing our journal, social media channels, and improving our website. These initiatives are designed to promote our society, our members, and our research findings to a wider audience.

Our journal, Production and Operations Management (POMJ), is one of the leading journals (among Business Week's 20 Premier Journals and among FT Research's 45 Premier Journals). Authors from over 400 institutions have published in POMJ since 1992. POMJ has come a long way to become one of the field's flagship journals. In 2022, POMJ called for papers for special issues on important and current topics, such as: "Responsible Data Science", "Diversity, Equity and Inclusion in Operations and Supply Chain Management", "Social Technologies in Operations", and "New Business Models and Operational Innovations".

Last but not least, we have placed strong emphasis on supporting the professional development of our members through various initiatives like the Doctoral Consortium, mentorship programs, and awards. POMS society is famous for its awards. Our executive director, Sushil Gupta, always prepares beautiful pledges for members and makes them feel a sense of belonging and encouragement by doing good deeds to society.

As we look ahead to the future, I'm sure that POMS will continue to play a major role in building the community of OM scholars and hopefully leading the field by identifying special research topics and striving to engage our (new and old) members with the right kind of research (for instance, by partnering with professional data-science companies), and thus we can be more prepared for the future.

Sriram Narayanan (S): That's great. That's quite an impressive list of activities and accomplishments that you just shared. Thank you! As pandemic winds down, many universities

I'm sure that POMS will continue to play a major role in building the community of OM scholars and hopefully leading the field by identifying special research topics and striving to engage our (new and old) members with the right kind of research (for instance, by partnering with professional data-science companies), and thus be better prepared for the future.

INTERVIEW WITH OUTGOING PRESIDENT — DR. Z. MAX SHEN (CONTINUED)

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seem to be struggling with decreasing enrollments. More generally, universities appear to be struggling to justify the need to higher education and its costs. Among many other challenges. So how do you believe societies like POMS have helped faculty colleagues figure out how to address some of these issues? Do you think it's something within our boundaries? Do we have a role to play in this broader higher education space?

(M): That's a great question. A society like POMS offers numerous opportunities for professional development, including mentorship programs like Doctoral Consortium, awards, as well as engagement with the industry. Without our society, students who just take courses from home will not get these opportunities for professional development. Faculty colleagues can work with local organizations and businesses to create meaningful partnerships and opportunities for their students. We can also engage with our alumni and other stakeholders to build networks and secure resources that support our teaching, research, and service activities. Moreover, new technologies facilitated by our society and other companies can be leveraged by faculty colleagues to enhance their teaching. Please note that I'm not against new learning technologies such as Zoom and podcasts because they can help students get a much deeper understanding of knowledge and our society.

My last message to faculty colleagues is to leverage our community by actively participating in our conferences, workshops, and other activities. I have been with POMS for many years, and in our senior management meetings, we have looked for ways to help our members, especially junior members and students. The focus is on building a better professional network where we can learn from each other, share and learn about the latest theoretical developments in our field, and ultimately contribute to the advancement of POM.

(C): Excellent. Thank you! What would you deem to be the main contributions of our society to helping build a community of operations management scholars? And how can we nowadays go about helping establish, develop and maintain industry connections, that enhance the applicability and relevance of our research?

(M): That's an excellent question. The reason why our society's founders and pioneers decided to create POMS 30 years ago is really because they wanted to be more engaged with our societies and local situations. In light of this, over the past 30 years, POMS has made remarkable contribution to the community of OM scholars. POMS provides a relevant platform for scholars to share their research, collaborate with peers, and stay informed on the latest developments in our field. We also have well-

attended conferences, competitions, and awards that are sought after.

Looking ahead, I see POMS continuing to play a prominent role in helping shape the future of OM. This is not only because POMS has relevant engagements with industry but also because we have a big community base that is global. We now have members from many countries. In our senior management meetings, we have representatives from all continents: Asia, Europe, Africa, and America. POMS will continue to provide a critical and diverse platform for our members to get engaged in. I am confident that POMS can help build a sustainable, responsible, and resilient future for our field. We need to be proactive and make sure we are addressing the current and future challenges in our field. I think we have been doing well on traditional problems, but we must try to work on and solve all the emerging problems facing firms all around the world. We might need to develop new tools for solving these problems, but if we only stick with our old methodologies industries may not find us very helpful.

(S): Thank you, Max. I know you're passionate about including and working with students and younger scholars. How can we get younger scholars more involved in our organization? And perhaps go beyond doctoral students (further down the order) to reach and engage even younger minds. How could we get them excited about our organization, our community?

(M): That's a great point. When I was a student, I was always seeking senior advice about what research problems to work on and exploring ways of making my research exciting. POMS has many initiatives that engage doctoral students: workshops, consortiums, and conferences, but I think we could do more. Perhaps we could engage more PhD students through wide-range conferences, in which they could share their passion, ideas, and research with senior scholars who could offer them advice about their research, job hunting, and how to communicate with industry. The idea would be for younger scholars to feel more comfortable in sharing their work in smaller and more intimate gatherings, in which they'll be able to get a more personalized treatment and obtain a more tailored approach to their career path and their success from more seasoned scholars. All these aim at helping PhDs, young scholars, and junior faculty feel more engaged with POMS and realize that they can get more by coming to POMS.

(C): Excellent idea! Hope it materializes soon. We also have the 2023 annual conference coming up. Is there anything you would like to share with our community about it?

(M): Yes, I can't wait for the conference! As I mentioned ear-

INTERVIEW WITH OUTGOING PRESIDENT – DR. Z. MAX SHEN (CONTINUED)

(Continued from page 7)

lier, I helped organize the largest annual conference in 2019, in which we had great attendance and energy. I hope the same happens in Orlando in 2023!

Whenever I go to a conference, I never waste a minute. For this coming conference, I have some recommendation tips for new members and junior scholars. First, study the conference's program. Take notes about who will give a talk and at what time. You can work on your scheduling ahead of time so that you can attend more sessions. Second, be sure to network with your colleagues and friends. Attending a conference is also about getting to know colleagues with whom you might collaborate in the future. It is very important to network with other scholars attending the conference. Third, don't work too hard and take care of yourself. Large conferences can be exhausting. Schedule nicely, eat healthy, stay hydrated, and be sure to enjoy your time and have fun. All conferences can be intensive, but you can try to make friends and maybe save a couple of hours to check out the city. Make the memory of the POMS annual conference long lasting, so you are always enthusiastic about attending the next POMS conference. I look forward to running into some of you at the conference. We can chat about research and maybe grab a drink.

(S): That's fantastic. POMS conferences are known for good food!

Thank you so much for joining us today, and again congratulations on the great job you've done as the outgoing president of our society. We are really grateful to your service!

(M): Thank you very much.

INTERVIEW WITH INCOMING PRESIDENT – DR. NAGESH MURTHY

Please access PODCAST of this interview at:

https://soundcloud.com/user-398873235/dr-nagesh-murthy-outgoing-president-for-poms-in-2022?utm_source=clipboard&utm_medium=text&utm_campaign=social_sharing

What is your vision for what POMS can accomplish in the coming year?

First of all, it is a privilege and honor to serve this august, diverse, and global society as the President of POMS in 2023. POMS strives to serve professionals in the eco-system of the production and operations management discipline to develop, integrate, and disseminate knowledge and, in particular, serve the needs of POM educators and practitioners worldwide. As POMS has achieved phenomenal success over the last three decades, our vision is to strive to enable POMS to scale greater heights. To this end, we continue to foster and bolster our culture of inspired and unparalleled volunteerism and improve and adapt our activities to serve the POMS community worldwide with efficacy and responsiveness in a responsible manner. The new leadership team strives to sustain this vision each year on the shoulders of all who have done so over the years.

How is POMS adding value to its members?

The POMS Annual Conference and our POMS International Conferences offer increased access to our members worldwide to connect with scholars in the POM global community. Our anecdotal experience shows that even our first-time participants greatly enjoy these conferences and find folks approachable and engaging as they meet new folks. While POMS offers its members benefits similar to other academic societies, members can experience intangible benefits by engaging in POMS to serve their peers in society. There are numerous avenues for members to serve POMS while enriching their learning for teaching, research, and service. Beyond engaging in the review process for the POM Journal in various capacities, members can engage actively in the POMS Colleges of their choice. POMS has been on a mission for decades to democratize the ability to serve the organization in leadership roles based on one's energy, enthusiasm, sincerity, and commitment, regardless of rank or institute affiliation. Speaking for myself, drawing inspiration from other faculty serving POMS, the opportunity to serve POMS over the years has been the most rewarding professional experience of my life. The opportunity to engage with folks from worldwide is priceless. Overall, volunteerism has been the hallmark of POMS. We hope it will continue strengthening and flourishing in the upcoming years and decades.

Are there any priority areas that you believe need focus? Is there any specific initiative you believe is being organized toward the priority areas?

INTERVIEW WITH INCOMING PRESIDENT – DR. NAGESH MURTHY (CONTINUED)

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The pandemic has forced us to think of adopting new channels and platforms to serve our members beyond a face to face engagement or traditional communication via (POMS Chronicle, website, or POMS Listserv). The POMS Board increasingly engages in discussions about the potential to incorporate hybrid or online engagement during workshops and conferences that can increase access while also reducing the carbon footprint from travel. Social media, too, is being used as another major avenue to foster communication. The advent of platforms such as Zoom enables collaborations in the POMS community that were not otherwise possible. Through its community of excellent scholars and teachers, POMS can facilitate mentorship to help dedicated and talented doctoral students and research scholars in developing countries to pursue high-quality research. I am delighted to see that new features such as e-debates, increased presence on social media, showcasing research on YouTube, and webinars for doctoral students are helping us transition to serve the next generation of POMS members who will expect it to be the norm.

What major events can POMS members look forward to in the coming year?

We continue to offer conferences in exciting locations worldwide. In particular, our International POMS Chapters are getting more energized and organized. This year, in addition to our Annual POMS Conference (May 21 – 25), we have had several international meetings. We began with “The 13th POMS-HK International Conference in Hong Kong (January 7 - 8), followed by the 2023 POMS International Conference in China in Hangzhou (July 1 – 2), and the 2023 POMS International Conference in Paris (July 18 – 20). The Dongbei Schools of Finance and Economics (DUFE) is organizing the 2023 POMS Chinese Summer School in Dalian for doctoral students. This program was launched in 2019 and has become a signature event for POM doctoral students in China. The 2023 POMS India Chapter International Conference is being organized in Jamshedpur, India (December 4 – 6). POMS Latin America & Caribbean Chapter plans to organize a conference in Colombia in 2024. Over the last decade, we have organized International Conferences in Australia, Brazil, China, France, Hungary, India, Peru, Singapore, Spain, Sri Lanka, & United Kingdom. These conferences are an excellent avenue for our members to enjoy a rich and diverse cultural experience. These regional conferences also allow the participation of scholars in the POM community who could not otherwise attend our Annual POMS Conference in the US. We are always grateful to our champions in the POMS’ global community and members at host schools who go over and beyond to seek requisite resources from the leadership at their institution to organize these meetings.

INTERVIEW WITH POMS 2022 FELLOW – DR. MILIND DAWANDE

Please access PODCAST of this interview at:

https://soundcloud.com/user-398873235/conversation-with-dr-milind-dawande-poms-fellow-2023?utm_source=clipboard&utm_medium=text&utm_campaign=social_sharing

Sriram Narayanan (S): Hello, everybody. It is a great pleasure today to interview Professor Milind Dawande from the University of Texas, Dallas. Dr. Dawande was recently named POMS fellow in 2022, and we are really excited to have him in the POMS podcast show. I'm going to give a brief introduction of Dr. Dawande here before we get started. First of all, congratulations, Professor Dawande on receiving the POMS fellow award. What an honor and a wonderful accomplishment.

Milind (M): Thank you very much for the wishes, and for taking the time for this conversation.

(S): Milind Dawande is Mike Redeker Distinguished Professor of Management and Area Coordinator of the Operations Management area at the Jindal School of Management, The University of Texas at Dallas. He received his doctoral education in Algorithms, Combinatorics, and Optimization, from the Tepper School of Business, Carnegie Mellon University. His research interests are broadly in supply chain management and, in particular, optimization models in manufacturing and operations, and socially responsible operations management. In recent years, he has worked on a host of operations and incentive issues in developing countries, including adulteration of milk, formation of dairy cooperatives, decentralized distribution of scarce water among farmers, logistics and distribution of food grains to the below-poverty-line population, and guaranteed price-support schemes offered by the government to farmers. He is also interested in mechanism design and has worked on the design and analysis of procurement auctions or policies that are simple from the viewpoint of participating suppliers. Prior to joining academia, he was a member of the research staff at IBM's T. J. Watson Research Center in New York. At IBM Research, he worked on optimizing key operations for major steel manufacturers in the Asia-Pacific region. Milind is an avid cricket fan and, according to his wife, spends an unreasonable amount of time watching the game. He also loves reading about history.

(S): I don't know when you find time to do optimization... But we'll certainly talk about that. And you know it's especially exciting to interview Milind, because I still remember as a PhD student, when I was graduating, it seems like yesterday when we talked in Jay's office when you visited UNC Chapel Hill to present a seminar. It's just amazing how time flies. So thank you so much for taking the time to talk to us and congratulations on receiving POMS fellow award again. Could we please go back in time and talk a little bit about when you entered Academia: who prompted you to get into Academia?

(M): My biggest early influence was my mother, who was a

INTERVIEW WITH POMS 2022 FELLOW — DR. MILIND DAWANDE (CONTINUED)

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professor of history. Her brother was also a professor; he taught chemistry. So, there were always stories about academia and academic life throughout my childhood. In particular, mother would tell us about colleagues who were excellent teachers and I remember being inspired. Another little observation from that time was that I would see my mother prepare for classes every evening. I would wonder why she needed to prepare if she taught similar content year after year. Now I know from my own experience.

As far as the path towards academia is concerned, here is how it happened for me. I completed my undergraduate degree in Computer Science. But by the end of the fourth year of the program, I realized that neither was I very good at coding nor did I enjoy it. This was important because writing good code was the main skill expected of you (as a Computer Science graduate) when you took up a job. I found the more fundamental theoretical aspects of Computer Science more interesting, based on the few courses that I took as an undergrad, such as Automata Theory, Introduction to Algorithms, Operations Research, etc. So, I decided to switch track and apply to graduate programs in Applied Mathematics. My background in Computer Science and Mathematics helped me get into Carnegie Mellon University's (CMU) program in Algorithms, Combinatorics and Optimization, which was a unique program at that time offered jointly by the CS Department, the Math Department, and the OR Department within the Business School. After CMU, I did a one-year post-doc at IBM's T. J. Watson Research Center, and then continued there for another two years as a regular Research Staff Member. At IBM Research, I mainly worked on developing algorithms for challenging optimization problems in the steel industry. After 3 years there, I felt that I would be able to better focus on research by moving to an academic environment. I switched to academia in Fall 2000. That was my path.

Carlos Parra (C): Thank you very much Dr. Milind Dawande, and congratulations again on receiving the POMS fellow award. During that transition from, let's say, industry-focused research to more academic research, was there anyone that you interacted with someone that facilitated that transition? How did that come about?

(M): Getting an academic position was always the goal. To this end, the main inspiration came from my advisors, Egon Balas and Gerard Cornuejols, both recognized as intellectual giants who have profoundly impacted the field of discrete optimization. As a student, their dedication to the subject inspired me deeply and was one of the reasons I requested them to advise me. They were, of course, more than generous in their help with all aspects of the research process, from problem selection to

analysis, exposition, etc. Also, at CMU I was very fortunate to work with excellent researchers like John Hooker, Sridhar Tayur, and R. Ravi. Learning from them was a tremendous experience. All this combined to create a desire to obtain a faculty position. Even after leaving CMU, I continued that conversation with my advisors as well as other co-authors. So, when the right opportunity came, I could move.

(S): That's great. Thank you so much for sharing that. We would also like to get a sense of your trajectory. You are an established scholar now, but taking a look backwards on the path followed, what you would advise younger scholars from your experience on how they can get to where you are? What would you recommend or advise them?

Excitement for research and willingness to work hard are the two main ingredients. With these two, one should typically do quite well. Of course, one also needs some luck, as life should afford you a reasonable amount of time to pursue research.

(M): Sriram, I don't think that there was ever a conscious goal of establishing a name in the field, or anything of that sort. Today, if there is any recognition at all, it is perhaps simply due to the fact that people like me have been active in research over a reasonably long period of time. To answer your question about advice for young scholars, I would simply say that there are two main ingredients: excitement for research and willingness to work hard. With these two ingredients, one should typically do quite well. Of course, one also needs some luck, as life should afford you a reasonable amount of time to pursue research. We know

of brilliant minds who were unable to pursue research due to, say, health issues or other some other obstacles. But in terms of what we can control, excitement for research and willingness to work hard will keep you productive.

(C): Thank you very much. Could you please point to a couple of papers or projects that you have been involved in, that you would regard as milestones or as landmarks that have helped you become a recognized scholar? And were there any unexpected associated outcomes to those projects that surprised you?

(M): Carlos, words such as milestones and landmarks are too heavy. So, I'll avoid using them. But there have been a few papers in recent times that have given more satisfaction than others. One recent work which comes to mind is on process capacity, which as you know is a fundamental concept in operations management. When we were working on characterizing process capacity, around four or five years back, we stumbled across a clean connection between process capacity and some well-known problems in graph theory. This connection was a bit of a surprise. That paper appeared in MSOM in 2019. A second example: I think, collectively, the papers that we wrote on mitigating the adulteration of milk (which appeared in MS and POM) are a nice contribution, a useful contribution.

(S): Thanks Milind. Actually, that takes us to the next thing that we wanted to ask you. If you look at your overall portfolio, or at least the one of more recent times, it increasingly focuses on

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societal issues, like base of the pyramid solutions, food security, sustainable agriculture, water, etc. And many of these challenges are very relevant. Could you please talk to us about how you started working on them? And perhaps how you believe some of these ideas that you're putting out are impacting our discipline? And what we could do, from your work in that space, about addressing more of these more socially relevant issues and help advance the UN's Sustainable Development Goals (SDGs)?

(M): There is a term now for the kind of work you mentioned: socially responsible operations. These problems are not new; they have been around for a long time. Also, there's been a lot of press to highlight these issues, for example, the adulteration of milk, or price support for farmers, or the distribution of scarce drinking water. There are two main aspects that I think researchers could strive for: developing innovative solutions to these long-standing challenges and arguing that the proposed solutions can be implemented. Of course, there are many factors involved in deciding whether a proposed solution to a problem is indeed implemented. So, in that second step, there are many elements that are beyond the control of the researcher. As a researcher, my effort has been to make the work available to practitioners as soon as possible. This may involve speaking to practitioners and explaining how a certain paper can be useful to them. For instance, in recent years we've started writing simple, easy to read, easy to understand, summaries of such papers for practitioners in the field. Many practitioners have responded enthusiastically, to discuss the solutions proposed and to give their opinion about whether these might work in their context. Or whether, and how, they might take it forward to policymakers, etc.

(S): So, if we move on a little bit to the publication process, which I think we are all familiar with, when young scholars start, we frequently hear you know about rejections, about challenging review processes. Do you have any thoughts on ways putting these peer-reviewed papers together? To avoid reviews that are harsh or destructive, what would you suggest? What in your experience could we do as a community to improve?

(M): Obviously, rejections can be disappointing. When comments are harsh but constructive, handling a rejection becomes a bit easier. However, if comments are harsh and destructive, then it can be very painful indeed. Of course, I have faced many such instances. To answer your question, my advice to young scholars is simple: have faith in your work, in your own judgment and in the quality of your work. Whenever I receive a rejection, whether it is a harsh, or constructive, or destructive, I follow the same approach: I try to address whatever is possible from the feedback (better analysis or better exposition, provide clarification, etc.), quickly implement a revision, and move on to another journal.

What has been the impact of receiving harsh reviews? Once you experience the pain of a harsh and destructive review, you subconsciously avoid writing such comments as a reviewer. Because you now realize how painful it can be. As a reviewer, I believe the approach should be to carefully explain your objections and try to make your report as constructive as possible. I have tried to carry this approach to my roles as an associate editor, senior editor, and department editor. As an editor, whenever I see such harsh and destructive reviews, I advise reviewers to tone down the harshness and make their reports more constructive and helpful to the authors.

(C): Excellent, thank you! And within the realm of studies on socially responsible operations, which, of course, might be about local problems from developing countries being analyzed by scholars that might not have been exposed to tough reviewing processes, or may have not yet had the experience of having to deal with strict journals. How do you balance the fact that those studies from developing countries that are trying to solve social problems should be made known and distributed, but they may not be in publishable conditions.

(M): Yes, in some cases authors may need more help. I sometimes receive papers (as Department Editor or as Associate Editor) that analyze very interesting problems in developing countries, but the contribution of the work needs to be improved, and also the rigor that top journals expect. In such cases, the effort is to patiently explain to the authors what is lacking and how the quality can be improved. In some cases, we can also suggest that the authors communicate with senior, established scholars who have done significant work in related areas and can perhaps help these teams make their work more suitable for top journals. I have tried to help make such matches.

(C): If you wouldn't mind, could you please give us an example of one such project, that comes to mind, for which you managed to make such a matching, to move a study forward?

(M): I recall a project on the pricing of staple vegetables in developing countries to better manage their occasional scarcity. I was able to suggest the names of some researchers who might potentially be interested in collaborating.

(C): Thank you.

(S): That's great Milind. Talking about the review process, are there any papers that went through really fast, to your surprise, maybe without revisions, and/or papers that have taken a long time?

(M): Yes, both. I recall that our paper on support prices in agriculture probably took around 7 years to get published. Our paper on the analysis of scrip systems received a minor revision in the first round and was quickly accepted. I think many authors

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who have been active for a sufficiently long time have had these kinds of experiences. Some papers, for one reason or the other, have a tough journey, while others do not. One potentially useful observation is that papers that address specific aspects of problems that are already well known in the field tend to get through quickly. This is because the problem itself is already well known. So, one doesn't have to establish the validity of the problem and we know exactly what the related important open questions are. Therefore, it becomes easier to precisely state the contribution. As an editor, once you recognize such “crisp” papers, you can evaluate them very quickly. On the other hand, papers that address new applications need to do a lot of convincing, and correspondingly, the review process can become more elaborate and take a longer time.

(C): Indeed. And now with respect to teaching, how have you managed to incorporate your interest in base of the pyramid issues and socially responsible operations into your courses to undergrads, to graduate students, to executive MBA, etc.?

(M): One doesn't always get a chance to incorporate a lot of advanced research into teaching. But one good way, in my opinion, is to write case studies. We recently wrote a case on the topic of sustainability, where we first describe a business in a developing country and the challenges that the owners face in terms of promoting sustainability and getting the local population to support their products. This is one good way to bring in some of the larger research themes that we investigate into teaching.

In general, my advice to young scholars is simple: recognize the tremendous lifelong influence teaching can have on your students. Try to generously devote time and energy to help students. Of course, we all have different potential or talent for teaching but try to be the best teacher you can.

(S): Thank you. I think that's really great advice. How do you see OM research evolving in the next maybe 5 years? Where do you see our field moving towards?

(M): That is a difficult question. But allow me to give an abstract answer. Businesses by their very nature are dynamic. And as researchers, we are required to cater to the needs of present-day businesses. Therefore, our research challenges will also be ever changing. In other words, because businesses are constantly evolving and innovating, our research, which must cater to these businesses, ought to adapt as well. Otherwise, our work risks being irrelevant. Therefore, it is not surprising that in my 25 years as a researcher, I have witnessed periodic changes in what is considered relevant or “hot” by the research community. So, to give a general and abstract answer to your question, topics

that researchers will be excited about in the future will be defined by the needs of present-day businesses. While it is difficult to guess exactly which specific challenges will be the most relevant in the next 5 years or beyond, I think it is safe to venture that the use of data in decision making will continue to increase. Overall, the use of “science” in business operations will continue to increase. Companies like Amazon have demonstrated the systematic use of science in operations, be it in distribution, in ensuring correct and timely deliveries, in enhancing warehouse operations, or in managing prices.

(C): Fascinating. Thank you. And now, shifting to the relevance of our society. How do you assess our current impact, and what would you wish it to be? And how could we get there?

Academic contributions that address specific aspects of problems that are *already well known in the field*, tend to get through the publication process quickly. Because the problem itself is already well known, and one doesn't have to establish the validity of the problem. In addition, it is easier to precisely state what your contribution is! (Thus, there's less convincing involved).

(M): POMS is doing an excellent job of serving its members. Also, in creating awareness and in disseminating information about supply chain management to constituents outside our community, which is extremely important over the long term for our community to thrive and grow. The kind of activities and initiatives that POMS regularly undertakes both internally for its members, and for external dissemination about production and operations management, is truly impressive. The POM journal is an excellent outlet for scholarly articles. As a department editor, I see how popular and respected our journal is worldwide. Going forward, I think the challenge will be to ensure that leading researchers in the field remain associated

with our journal and that we collectively raise our standards even further.

(S): Thank you so much. We have reached the end of our interview and certainly we want to take the time to thank you for talking to us today.

(M): Thank you, it's been really nice talking to both of you.

INTERVIEW WITH POMS 2022 FELLOW – DR. Z. MAX SHEN

Please access PODCAST of this interview at:

https://soundcloud.com/user-398873235/poms-max-shen-final?si=211f5a3b9e6d420bb75783dfd129d9d3&utm_source=clipboard&utm_medium=text&utm_campaign=social_sharing

Sriram Narayanan (S): Hello everyone, I'm Sriram at Michigan State University. and I am the podcast editor for POMS. I am also the outgoing VP for publications at POMS. We are here today with Professor Max Shen.

Zuo-Jun (Max) Shen is the Vice-President and Pro-Vice-Chancellor (Research) and the Chair Professor in Logistics and Supply Chain Management at the University of Hong Kong. Before joining HKU, he was a Chancellor's Professor in the Department of Industrial Engineering and Operations Research and the Department of Civil and Environmental Engineering at the University of California, Berkeley. He received his Ph.D. from the Department of Industrial Engineering and Management Sciences at Northwestern University. He has been active in the following research areas: integrated supply chain design and management, operations management, data driven optimization algorithms and applications, energy systems, and transportation system planning and optimization. Max has extensive research collaborations with government agencies as well as private companies. Max is serving as the president for the Production and Operations Management Society, has served as a Department Editor for the Journal of Production and Operations Management, and Associate Editors for leading journals such as Operations Research and Management Science. Max received the CAREER award from National Science Foundation, the Franz Edelman Laureate Award twice from INFORMS, won several best paper awards, and was elected Fellow of INFORMS in 2018.

(S): Congratulations on being elected POMS fellow in 2022 and thank you for joining us today. Could you please go back and reminisce about how exactly you entered academia? Who prompted you to get into academia? And did you imagine that you would become a POMS fellow?

Max Shen (M): Thanks for having me. To answer your question, let me first talk about my background – I got B.E. and M.E. in mechanical engineering before switching to industrial engineering and went to the IEMS Department at Northwestern for my Ph.D.. The reason for the switch was my interest in pursuing a degree in a discipline that doesn't require a lot of lab works, and industrial engineering seems like a dream major since it combines engineering and management science. Northwestern's IEMS had a group of great professors who encourage students to

go into academia – if I recall correctly, more than half of the students in David Simchi-Levi's group became professors after graduation. Of course, back then I would not imagine becoming a POMS Fellow. It was only after I became the President of POMS that I realized that the POMS fellows are an amazing group of stellar researchers with strong dedications to the society. I feel very honored and blessed to become part of this fantastic group of academic leaders.

Carlos Parra (C): Thank you very much, and congratulations again Dr. Shen! Could you please now tell us how was your decision around joining academia and becoming a professor?

(M): Yeah, so in fact, I did an internship at a company where I spent all my time in a small cubicle working on tasks assigned by my manager who was a recent MBA graduate. I just didn't quite like it since most tasks were not related to optimization and research, and I didn't have any freedom in choosing what tasks I should be working on. After that experience, I told myself that: "I should become a professor, be my own boss so I get to decide what I work on."

I told myself: I should become a professor, be my own boss and get to decide what to work on!

(S): That's an amazing story that you just shared. I'm sure many people would relate to it. So, you shared how you arrived at your area of expertise by talking to many academics. Who would you say influenced you the most? And, if there are students who are thinking about joining academic careers, what would you recommend to them? How would you recommend that they approach their careers?

(M): Thank you for that question. When I started PhD study in industrial engineering at Northwestern, I felt I knew nothing about this field because I came from a mechanical engineering background. I had to constantly talk to my professors to get their inputs: David Simchi-Levi, Mark Daskin, Collette Coullard, and many others. They were all instrumental in introducing me to the diverse areas in this field. I was then able to pick the area that seemed the most interesting and promising to me. So, my take on this topic is: you have to pick something that really excites you, something that would keep you going even when things get tough. You will want to solve the problem theoretically, and to work with the industry to show that your results work and that they can make a difference.

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So, my first advice to young scholars is to seek advice from your professors, and to pick a research area that keeps you curious. Another important component is the opportunities that would allow you to test your ideas and to see whether your results are meaningful to people working in the field. Hopefully this creates a positive feedback loop that will reinforce your belief that you have picked the right major and the right topic.

You have to pick a research topic that really excites you, something that would keep you going even when things get tough. You will also want to work with industry to show that your results work and that they can make a difference.

(C): Excellent advice! We ought to pick something exciting, that it's also applicable. And could you please tell us how was the process of establishing your name in the field of operations management? How did that process unfold?

(M): Well, I'm not sure whether I have made a name for myself in the field already. But I do think that it is important to keep working in the direction that you believe in and that you need to establish good working relationships with industry partners. The fact is, most of the time, companies do not care about the so-called optimal solutions as defined in our textbooks, they just need something that works. We need to form a close working relationship to truly understand their philosophy and their challenges, only then you can make meaningful impact.

I have published many papers, but what makes me really proud is when research results are actually implemented in companies' practice. That is when you become a true operations management scholar.

(S): Those are really interesting insights: work with a real company and vet your ideas, and not applying textbook ideas directly to industry. Thank you so much. Could you now walk us through a paper (or two) of yours that you feel absolutely made a huge difference to your career? And was there anything about those studies that surprised you?

(M): There are many papers that come to mind. But I want to talk about two recent papers in which we worked with real companies, and both papers were published in

Management Science.

Many people believe that Machine Learning, AI and data science will take over in the not too distant future, and that operations management and operations research will become obsolete. My experience working with real companies have shown that background and expertise in OM actually would help us do better than pure computer scientists.

In the first paper, we worked with one of the largest e-retailers in the world to help develop an end-to-end inventory management system for the company. This company manages 100 million different Stock Keeping Units (SKUs). Generally speaking, one very capable person can manage 100~200 SKUs, since they have to do forecasting, inventory planning, procurement, transportation, etc. related to all these SKUs, and that's a lot of work. Now, when there are 100 million SKUs, imagine how many people would have to be hired to manage those (at least half a million). The solution developed uses AI to do inventory management. Thanks to our background in inventory management and forecasting, as well as our familiarity with models and algorithms that are common in our own field, we were able to train a reinforced machine learning model faster and better than a pure machine learning team with no OM training.

My experiences working with real companies have shown that having a background, and expertise, in OM actually helps us do better than pure computer scientists.

The other project was with a food delivery company. Nowadays many young people don't go out for lunch, they simply order from an app or website. And when an order is placed, an expected delivery time will be specified by the app/website. This may be thought of as a traditional routing problem in operations, however, traditional assumptions such as constant travel time, predictable demand, etc. would not work in this situation. Again, machine learning combined with optimal routing solution is applied to calculate delivery time estimations.

These two papers gave me confidence that our expert knowledge in the field we study is still relevant and useful input to pure machine learning and data science models. A good starting point for our young scholars is to actually work with machine learning, without giving up on production and operations management, because there's a lot of domain knowledge that we can use to help machine learning do better.

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(S): Thank you so much. That's excellent.

(C): Indeed. And now focusing a bit more on the issue of publishing. What would be your advice for young scholars that are starting to publish, and they have to get tenure with those publications. They will have to learn to deal with rejections. And sometimes, the comments from reviewers are constructive and helpful, however, sometimes they can be harsh and rather destructive. How have you dealt with such issues? How would you recommend young scholars to deal with those?

(M): Well, I totally agree with you. I think in the production and operations management area, reviews tend to take a really long time. Papers typically have theoretical proofs, a lot of numerical components, as well as discussion of managerial insights, etc. Therefore, it does take a long time to review a paper.

And, of course, I have received my fair share of harsh reviews. And what I have tried to do as an author, is to understand the reviewers' frustration. I will go back to my paper and think about what I could do to improve my writing to address the harsh comments.

As an editor, I have also tried to not just follow the associate editor's (AE's) recommendation, or to not just summarize comments from reviewers. Often, I read the paper myself to come up with my own understanding and evaluation of the paper. As editors and senior scholars, we've got to spend time help junior scholars, read their papers, and appreciate their point of view and their results.

(S): Thank you so much, Max, those comments are really insightful. I'm curious, have there been any papers that just went through one round and got published right away?

(M): Blind review helps ensure that we all go through the same process, whether you are a junior or senior scholar. I always try to read my own papers from a different perspective to understand why a reviewer might be asking those questions. My priority is not to blame anybody, but rather to try to understand reviewers' frustrations, so I can be more effective at exploring ways of converging on a middle ground, and lay out a clear path for the paper's

The OM community could learn something from the computer science community. For instance, we could have a rebuttal area for publications, where authors and reviewers can easily go back and forth with their arguments.

Our research ought to be more data-driven, to get rid of strong and limiting assumptions, such as: knowing the distribution of demand, or that we will have appropriate estimations for holding costs, etc. In practice, most of these parameters are never given!

future.

As an author, you've got to be patient -- don't blame the editor or the reviewers, and you must be open to the possibility that they might be seeing something that you never saw before. As a reviewer and editor -- appreciate what the authors have done.

Finally, I think in operations management, we can learn something from the computer science community. For instance, have a rebuttal area, where authors and reviewers can easily go back and forth with their arguments, would be really helpful in facilitating the convergence that I mentioned before.

(C): Excellent recommendation. Thank you very much. And now with regards to teaching. You've taught undergrads, graduate students, execu-

tives, etc. What would you like to tell young scholars who are starting their careers with respect to teaching? Of course, you have emphasized the importance of applicability and of working with industry. How have you incorporated that dimension into your teaching?

(M): Teaching is a super important component of a professor's work. I would really recommend young scholars at the beginning of their career to spend considerable amount of time and effort on teaching. It's not just about reading off a PPT or the textbook, hopefully you have already accumulated some real experience, through internships, or working with your advisors, or having worked at a company, that you could refer to in your teaching.

(S): That's wonderful. Thank you. You must set yourself up for teaching! How do you see operations management research evolving in the future, say 5 years from now? Where do you see the field of production and operations moving towards?

(M): Very good question. I do feel that we have very good journals in our field such as POM, MS, MSOM, etc. On the other hand, I do see that the areas of our research are not expanding as fast comparing with, for instance, machine learning and data science community. Therefore, an important issue is engaging with industry. I think there are basically two major things we need to do in the future:

First, approach our research in a more data-driven way to get rid of strong and limiting assumptions, such as know-

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ing the distribution of demand, or that we will have appropriate estimations for holding costs, etc. In practice, most of these parameters are never given. Therefore, we need to work with industry to acquire the data to support our assumptions. As emphasized before, the solution is to work with real data, and with real companies, to really appreciate the complexity of real world problems.

Second, senior scholars in our field need to work on creating opportunities for junior colleagues to move in this direction. A simple approach is to share real data with the community (e.g., data gathered during engagement with industry projects, which have led to published studies), so that more scholars can have access to and use the data.

(C): Fair advice. Thank you very much. And then, in terms of our society's relevance, what do you think it's the current impact of POMS? And what would you wish it to be? And how do you suggest we could get there?

(M): POMS is doing well -- we are making really big impact in the US, in China, in India, and in many other major countries. But I think we could make a bigger impact. For instance, as a society, we could try to focus on recruiting a more diverse membership -- for example, more industry members, who could share with us their challenges, their data, and how we could contribute to make the profession more relevant in real practice.

In particular, I do hope that our society can become more like the machine learning society, in the sense that they are extremely good and efficient at disseminating their work and results. If you look back 10 years ago, there were people doing machine learning, but they were not recognized as a major force. How did they become the phenomena they are today? I think one of the main reasons is that they have focused on the quick dissemination of their results. They have many top conferences, and if you have a major result, you don't have to write a 30-page paper on it. You could have your results published in a six to eight pages paper (at a top ML conference), as long as it points to a major result, as long as it is a result that a company is using, or if you prove something novel. I think there is something here that we could learn from -- our papers typically take two to three years to get published, and by that time, given the pace at which technology and industry are advancing, many of our results might not be

that relevant anymore. Therefore, if we could develop an efficient platform or outlet for researchers to disseminating their results more quickly, we (as a society) could have a much bigger and broader impact especially in relation with industry.

(S): That's a great point, thank you so much! I agree with you that it's something that we must continue to stress. Thank you so much for being an advocate for that. We are at the end of our interview. Thank you for making time to talk to us. Would you have any last remarks that you would like to share with our audience?

(M): I do think POMS is on the right trajectory. Because of Covid-19 we haven't had the opportunity to gather as a community since 2019, when I helped organize the largest POMS conference in

Washington D.C. I do hope that during the next conference in Orlando we are able to get together as a community to discuss these issues we just talked about, and to come up with new approaches to make POM community more inclusive and impactful.

(S): Thank you for those words and thank you so much again for this interview. We appreciate you taking the time.

(C): Thank you so much, and again congratulations!

(M): Thank you for all your great questions.

Senior OM scholars ought to create opportunities for junior colleagues to do more data-driven research. A simple approach would be to share real data with the community (e.g., data gathered during engagement with industry projects, and which have led to academic publications), so that more scholars can, have access to and, use that data.

INTERVIEW WITH DISTINGUISHED SERVICE AWARD WINNER—DR. GERARD (JERRY) BURKE

Please access PODCAST of this interview at:

https://soundcloud.com/user-398873235/a-conversation-with-dr-gerard-jerry-j-burke?si=3382d21fa235463d8f300b8dd88d4664&utm_source=clipboard&utm_medium=text&utm_campaign=social_sharing

Carlos Parra (C): We are here with Dr. Gerard (Jerry) Burke is a professor in the Department of Logistics and Supply Chain Management, Parker College of Business, Georgia Southern University, Statesboro, GA. He served as the Vice-President for POMS Colleges from 2015-2018, during which time he collaborated with leadership of POMS Colleges and POMS Board of Directors to support and help execute dozens of activities for POMS Colleges including mini-conferences, paper competitions and site tours. The number of POMS Colleges grew from 7 to 8 with formation of the College of Operational Excellence in 2017. Most recently Jerry served as Vice-President of Meetings and served on the Executive Board of POMS during the dynamic and challenging times from 2018-2021. During this time his contributions to POMS members centered on activities connected to annual conferences in Houston, TX (2018) and Washington, D.C. (2019) as well as Minneapolis, MN (2020) until cancellation in April 2020 due to the pandemic. Jerry's contributions include collaborating with POMS leadership on major aspects of annual meetings such as site visits and venue contract negotiations as well as space assignments, menu planning, program book generation and printing, coordinating production and delivery of award plaques, and A/V quality assurance. Working with the executive committee, POMS Board and hospitality partners as VP of Meetings over the past two years, Jerry helped with contract renegotiations to move venue obligations for POMS 2020, 2021 and 2022 annual conferences to the long-run benefit of both POMS and its hospitality partners.

So, thank you very much for joining us Jerry and congratulations on your Sushil Gupta POMS distinguished service award!

Jerry Burke (J): Thank you for having me and it's my honor to be recognized with an award named after Sushil, he has been the backbone of the society for a longtime.

Sriram Narayanan (S): Congratulations Jerry we are pleased to have you in the POMS podcast as well.

For our first question to you, if you don't mind reminiscing about when exactly you joined POMS and your history with POMS that you could share with us for our audience so that they can get to know how you started your involvement with the Society

(J): Sure thing, you know I started like most everyone - during my doctoral studies. I was at UF working with faculty mentors Asoo Vakharia, Janice Carrillo, Anand Paul among others and you know they encouraged the doctoral students to get involved in professional societies connected OM including DSI, INFORMS and POMS and so that's when I got started in POMS back in around 2002.

(C): Could you please tell us what is it that prompted you to become a POMS member? What is it that you saw in POMS as opposed to other professional societies?

(J): Yeah, I gravitated to POMS in particular because my research centered on decision support for inventory management in supply chain contexts, and this is an area that is squarely in the OM body of knowledge. So, the content of sessions of POMS meetings was very salient to my interests, and I also enjoy the atmosphere of POMS meetings all under one roof and in one location. It made it easier to network with folks between sessions and just get to know people around the country and around the world.

(S): Please talk to us, for our audience and someone who aspires to become a Jerry Burke, walk us through your journey in POMS in terms of serving in various roles and how you have approached them

(J): Yeah, well you know as a green academic early on, I started out serving a few times as a session chair at annual meetings, or reviewing papers for POM journal, sort of dipping the toe in the water that way. And then eventually, on somewhat short notice, I was nominated to serve the last year of a term in the role of VP of Colleges due to the person in that role taking a different position on the board (with POMS), and so I agreed to be that sort of interim stopgap person for about one year. This was in the lead up to the 2015 annual meeting in Washington DC, and so I helped out and worked with the leadership of POMS Colleges to get together the things that needed to be done around the 2015 conference. Mostly to organize the timing, and promote the mini conferences, and to organize the on-site activities of the mini conferences. And I guess I did a pretty good job, because I was elected to serve a full role as VP of Colleges spanning 2016 to 2017, and then getting the experiences from the colleges' types of activities I would become immersed in the planning and executing of the annual meetings for those 3 years (really 2015 through 2017). That led naturally to stepping into a service role as VP of Meetings from what was supposed to be just 2018 up to 2020, and rolling off in 2020, but because of the pandemic disruptions my term was extended into 2021, and then a little bit of 2022 as we sort of toggled to more of the online conference set up. So, I was a sort of legacy person with experience and knowledge of processes, especially with some of the venues we had contracted with and in recent years trying to help push contractual obligations off with very little or no penalty to POMS. So, in a nutshell, that's how my journey evolved. I got really immersed in the meetings pretty quickly once I was on the POMS board.

(C) So, it sounds like it was a pretty organic process, there were doors that were opening, and you were willing to walk through them. But could you mention if there were any specific facilitators or perhaps impediments to that process?

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INTERVIEW WITH DISTINGUISHED SERVICE AWARD WINNER—DR. GERARD (JERRY) BURKE (CONTINUED)

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(J): POMS is largely an organization that is made possible by people volunteering their time energy and efforts for the greater good. Early on Haresh Gurnani briefed me on the role of VP of Colleges and he provided guidance to me, to get me started in 2014, and then the officers and the presidents of the various colleges were very supportive and helpful throughout as I learned the ropes. And then stepping into VP of Meetings I did manage working closely with the outgoing VP of Meetings Bharat Kaku and his guidance was a great help. Other board members provided support and encouragement and then obviously Sushil and Seema and Ram, the POMS executive leadership who have a wealth of knowledge and support. So, if you're willing to put in the time, then there are plenty of people around willing to point you in the right direction.

(S): That's great so going back to this other question, I'm sure you've been a member of many other societies in OM community: What would you suggest to our audience on why somebody should come to POMS and continue to stay with POMS?

(J): POMS for me is really the flagship OM academic society in the world, and if your main stake is in operations then it's the premier society. POMS values all kinds of research, there's an emphasis on teaching and pedagogy that can be helpful to a lot of faculty. In addition, POMS has always had an intentional desire to connect with industry and to make both our research and teaching relevant.

(C): When you think about your trajectory, what would you highlight as the main milestones of what you've done? And since everything has two sides (there's always two sides of a coin), what were things that moved in the direction you expected, and things that may have gone in a completely unexpected direction?

(J): My approach to service with POMS is very literal. The mindset with which I came into it has revolved around asking questions like: what can we do to **make members experiences positive and smooth**? A continuous improvement mindset has guided the way I have approached it. Something that sticks out in my mind, with respect to this, is when I was VP of Colleges, and early on each college hosted a mini conference. Each college officer board was expected to staff its own registration desk outside of the room where the mini conference was being held. And the task of running the registration desk often fell on the shoulders of those who were already putting in time and energy to organize their mini conferences to begin with. So, they would be pulled away from being moderators and/or providing guidance and content for the mini conference to staff the registration/information desk. This just wasn't a good service orientation from my perspective and understandably college presidents (and leadership) were looking for ways to improve that process. So, I talked with the leadership about it and we decided to cen-

How can we make our society and its activities more user-friendly?

tralize the registration process for the mini conferences and connect it with the main conference registration desk. In addition, we decided to open up the main conference registration desk a day early to be able to handle all of the people coming into the mini conferences. This change really streamlined and synchronized the check in for both events (mini and main conferences). This was just a process improvement that didn't seem like a big deal, but I think it really has made a big difference for taking some of the burden off from the organizers/volunteers.

(S): That's fascinating thank you for sharing! Have you heard any feedback from colleagues about how this process has changed and how it has impacted them?

(J): Yeah, I mean by and large everyone was very happy with the change as you might imagine. Again, we're running on volunteer fuel, so to speak, and so anytime you can economize on volunteers' fuel efficiency, they're all happy about that! And this has really been a guiding principle for my attitude towards my service roles at POMS: **how can we make our society and activities more user-friendly and take some of the friction out of processes?** And just allow people to get together and share ideas and network.

(C): So, POMS' leadership has been very open to recommendations, and to the continuous improvement of processes to try to make members' experience as good as it can be. Have there been any instances in which you have hit roadblocks? And could you please tell us about how you overcame those?

(J): As VP of Meetings, you get very involved in prospecting for future sites, and in the detailed planning for annual conferences that are upcoming. And one thing that really surprised me were some of the contract terms that POMS had to commit to in advance. This is why it is key to have some consistency of leadership over time, to hand things off from one group of volunteers to the next, so that planners can more effectively balance availability of guest rooms and meeting spaces, while at the same time mitigating some of the downside risks in case attendance is not as strong as expected. In particular, with the pandemic in early 2020 we had a crisis situation where we had to work with the hospitality providers, the venues, and the people running those venues to figure out win-win scenarios to be able to push things off into the future. Also, there's a lot of things that crop up when you are running an event even under normal circumstances, which you just have to be flexible and adaptable about, and **understand that the 90% solution is probably good enough** and that in some instances you don't have to strive for perfection in everything.

(S): The 90% solution sounds like an interesting one. What advice would you give students that are becoming members of POMS, and who want to get more involved with us?

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INTERVIEW WITH DISTINGUISHED SERVICE AWARD WINNER—DR. GERARD (JERRY) BURKE (CONTINUED)

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(J): My advice to students generally is: **“Don't be a bystander in your education and your professional development. Be active!”** So, absolutely, we should have student members get involved as soon as possible in POMS, present papers at meetings, network with as many people as possible, and then help with event activities where possible. And, once you're in a faculty position, become even more active in POMS and try to get involved with the society in approachable ways. For instance, a great place to start getting involved in leadership roles is through POMS' Colleges, if you find a college that is very aligned with your research and teaching interests, then this would be a smaller-scale opportunity to get plugged into some kind of officer role at POMS.

(S): I do have a follow-up question on this, I think sometimes when graduates joining Tenure Track jobs we ask them to focus on research, which is certainly important, and we sometimes tend to not put so much emphasis on service roles. But you have managed to accomplish both with great ease, if I can say so, how should new faculty go about balancing these two dimensions early in their career?

(J): I'll speak to that from my role when I was a department chair for about 10 years. I think the primary job of a department chair is personnel development. Putting your faculty in positions that you know are setting them up for success in the future, promotion and tenure obviously being the top priority. But my perspective on the three-legged stool (of research, teaching and service) is a little bit different than the classic interpretation. A lot of the things we do don't fall cleanly or distinctly into one of those three buckets, so I think **where you can double-dip or triple dip on things that you're doing** that can support two or more of those legs is a good thing to do, since there's some synergy in that! So again, if you get involved in a service role that is in line with your research and can also give you some perspective that informs your teaching, then that's going to be something you get more mileage out of for the time you were investing in it.

(S) That's great advice! Thank you!

(C) Talking about the POMS Colleges and the improvements you've introduced, and keeping in mind the ability to triple dip and leverage the things that you are doing in various ways, what recommendations would you have for future VP's of Colleges and of Meetings?

(J): I think just having that “members first” mindset, keeping the members at the forefront of your service role, and to **build and rely on relationships with the members** at large. Also, get to know members of the POMS' board and the executive team. **Being a people person is helpful**, for example, regarding venue

specific issues, be friendly with the hospitality professionals at each venue as they are great resources for those things that are always going to crop up, for being able to address those challenges that just always happen.

(S): Let's now talk a little bit about the future of POMS. What is your opinion of where you see POMS going in future with meetings/conferences? What do you think things will look like five years from now?

(J): I think POMS was really hitting a great stride before the pandemic. We were having record-breaking attendance at our meetings, we were seeing growth in our international footprint with meetings across the globe. So, getting back to the cadence and rhythm of the in-person meetings (at the annual conference, and then across the globe) to facilitate international dialogue at a time when things are a little bit tenuous in some places, I think POMS is well-positioned to help fill that gap, the future is bright for POMS! In addition, there's a growing push from business school accreditation bodies (like the AACSB), as well as other pressures on faculty to demonstrate the relevance and applicability of their research projects. And given POMS long-standing intentional purpose to engage with industry, I think that this positions POMS really well going forward.

(C): It's clear that you've effectively leveraged your background and the skills gained by being an operations management student, professional, and professor, which you regularly use in your day-to-day. For instance, in contract negotiations, trying to bring about a continuous Improvement, having a service orientation toward members, etc. All of which are not only examples of our field's applicability, but also of double and triple dipping insofar as these are things that you can talk about in your teaching, and perhaps also do research on. Could you please tell us a bit more about that? How do you manage to leverage what you are, for the benefit of POMS as well as for double and triple dipping?

(J): Yeah, a lot of times, as professionals regardless of what your area of expertise is, we don't we don't walk the talk...! So, I try to be consistent in whatever I do, whether it's teaching, or research, or service to problem-solve, to be innovative, to come up with ways to do things better. Instead of simply resting on the past. **I think a lot of things that I learned as an administrator in academics** set me up for some of the challenges that I have encountered in service roles, such as dealing with people, trying to coordinate academics (all super bright people, all great ideas) and being able to **balance different points of view and coming up with a way forward that seems best suited for the most people**. Also, before I went back to grad school, I was in food and beverage in hospitality management, institutional and casual dining food and beverage. This has really been something I've

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It is all about balancing different points of view and coming up with a way forward that seems best suited for the most people

INTERVIEW WITH DISTINGUISHED SERVICE AWARD WINNER— DR. GERARD (JERRY) BURKE (CONTINUED)

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been able to lean on, in my role as VP of Meetings, for dealing with some of the venues, food and beverage contracts, and stuff like that. This has lent an expertise to POMS that I think was helpful over the past five or six meetings. **You never know when some past experience is going to be sitting there right before you to exploit** for current benefit.

(S): That's a fascinating piece of experience I did not know you had Jerry! Thank you so much for sharing that! In terms of POMS' relevance, how do you assess its current impact of the society? And do you have any ideas on what you think we could do? How do you suggest we get there? Or are there any actions that you think that POMS' leadership is taking to take the society to greater heights?

(J): I think POMS is highly relevant, and in very impactful. Just regaining that stride that we had with in-person meetings, mini conferences, annual conference, international conferences, etc. should be the first step. Beyond that, I have struggled with, and I think maybe a lot of OM people struggle with as well, the marketing side of things. We should do a better job at promoting the society. This podcast is a great way of doing it, but we should look for more ways of **getting some of our accomplishments out there**, especially in more social media domains. These efforts could also help disseminate **faculty demonstration of relevance and impact for social good**. An area for improvement would probably be the way that we promote ourselves as a society.

(S): Do you do you have any final comments that you would like to share with us, or the broader audience of POMS?

(J): I appreciate the work that you and Carlos are doing. This is again volunteer work, so it's awesome that you take some of your time to help fill a gap that we have with getting our name out there, and getting some of the things we do out there for people to hear about. I just know **there's always a reward when you get involved with service that is meaningful** and POMS does meaningful service. And so I encourage everyone who is connected to POMS in some way, to step in, and to pitch in, and to get involved as best you can!

(S): Thank you so much for taking the time to talk to us!

(J): My pleasure, thank you!

2022 CONFERENCE RECAP

Funda Sahin, General Chair

Looking back at the 32nd Annual Production and Operations Management Society (POMS) Conference

Thanks to everyone, who contributed to the 2022 Annual Online POMS Conference that took place on April 21-25, 2022. I appreciate all the support for a successful conference. I also would like to congratulate all the award winners.

The organizing team did a great job by processing submissions on time, organizing invited sessions, attracting many scholars/practitioners, high quality submissions and implementing innovative ideas to this year's conference. This year's conference theme was "Emerging Domains of POM."

The theme captured the expanding boundaries of OM including new domains, multi-disciplinary research and teaching, and featuring three new tracks: Aviation, Disruptive Technologies and Operations Management, and Not-for-Profit Operations Management. The conference committee organized 1405 accepted abstracts into more than 650 sessions. Healthcare Operations and Sustainable Operations tracks had the highest number of sessions. The conference started out with college mini-conferences on April 21st and then continued with the rest of the conference activities.

The conference featured three plenary sessions. The sessions were very informative, thought provoking and well attended. This year's plenary sessions included:

- Anne Robinson - Chief Strategy Officer, Kinaxis "Inspiration, Credibility and Trust - The Key Tenets for a Strong POM Ecosystem"
- Ramanan Krishnamoorti - Chief Energy Officer, University of Houston "Energy Transition: The Opportunities and the Challenges"
- Martin K. Starr - Director of Strategic Planning, POMS "POM's Mastery of Emerging Domains"

I hope you found all the sessions you attended useful and your conference experience to be a rewarding one.

There were 1485 registered participants representing 40 countries with United States dominating attendance followed by China and Canada, respectively. The representation from 40 countries is a testament to the growing reputation of POMS as a global organization.

My sincerest wishes to everyone for a great summer... I look forward to seeing colleagues and friends in May 2023 in Orlando, FL for the first in-person conference since the Covid-19 pandemic. I have no doubts that the 2023 Conference will be an amazing one!

Warm Regards,
Funda Sahin

NOTE FROM EARLY CAREER AWARD WINNER ROUMENG CUI

My work is driven by a passion for exploring how digitization can revolutionize operations and create value for companies. Specifically, my research focus is to design novel data-driven approaches to facilitate operations decision-making in platforms, retail, and supply chains. I employ research methodologies including modeling, causal inference, and applied machine learning techniques. My research has contributed to extending the way POM is conceptualized, practiced, and valued in digitization.

My research trajectory is inspired by a strong belief in producing both pragmatic and theoretically grounded works. Throughout my career, I have worked closely with companies to ensure that my research has a tangible impact on industry. In keeping with this philosophy, I am currently working as a full-time scholar at Amazon. My proposed algorithms have been implemented by companies worldwide. These industry experiences provide me with the opportunity to drive operations decisions firsthand, deliver customer-centric products, advance the fields of causal inference, machine learning, optimization, and economics in a broad scale.

I am thrilled and deeply honored to win the POMS Early Career Award. My hope is that my research can inspire other scholars to undertake research that has practical applications and can create real value. Moving forward, I am excited to dive deeper into data-driven operations decision-making and continue contributing to this field.

Ruomeng Cui

Associate Professor
Information Systems & Operations Management
Goizueta Business School
Emory University

NOTE FROM EARLY CAREER AWARD WINNER HUMMY SONG

I am honored to be one of the recipients of the POMS Chelliah Sriskandarajah Early Career Research Accomplishments Award. A mere 15 years ago, I had never heard of Operations Management and I would've never in my wildest imagination thought I'd be a faculty member at a business school. To me, the biggest lessons from this early chapter of my career would be to keep an open mind, keep exploring, and to dig deep.

I have had a long-standing interest in the health care sector, but did not discover the field of Operations Management until much later. It was through a conversation with a health economics professor that I learned about OM, when he suggested my research questions and interests seemed closely aligned with OM topics — and he was right. Since then, I quickly learned about the field and about business academia, and ultimately I found my disciplinary home.

As a researcher, my goal has been to study how operations can be designed to support health care providers work more efficiently and effectively. A primary focus of my research has been to understand the nuanced interplay between health care providers and operational processes. In one stream of work, I examine how provider behaviors impact operational processes, leading to performance outcomes that are often counter to what theory would predict. In another line of research, I consider the reverse: how operational processes impact providers and the ways in which providers respond to them. Through this work, I also illustrate how existing operational data can be leveraged to improve decision making in health care. In my more recent work, I focus on how recent technological innovations and other external factors affect the performance of operational processes in health care delivery settings.

A defining feature of my research is that I work closely with health care delivery organizations to better understand—and propose implementable solutions to—operational challenges that they face. For me, this has meant taking the time to meet with hospital administrators and engage with frontline providers on a regular basis to gain a deeper understanding of their workflows, processes, and latest developments. This has been helpful for ensuring that my work is current and can meaningfully impact practice. With this approach, I have established and led many collaborations over the years with hospitals, clinics, home health agencies, insurance companies, and government entities.

My research has benefitted tremendously not only from incredible practitioner collaborators but also from amazing coauthors and colleagues. One of the very exciting and gratifying parts of this career has also been having the opportunity to work with fantastic PhD students. As I graduate from the 'early' phase of my career to the next, I look forward to supporting the next generation of early career scholars so we can together propel the field forward to answer the most interesting and pressing questions out there.

Hummy Song

Assistant Professor
Operations, Information and Decisions Department
The Wharton School, University of Pennsylvania

NOTE FROM EARLY CAREER AWARD WINNER DENNIS ZHANG

I am deeply honored and grateful to have been awarded the Chelliah Early Career Award from the POMS society. This prestigious recognition serves not only as an affirmation of my hard work and dedication but also as a testament to the tremendous support I have received from my mentors, colleagues, and students throughout my academic journey. The POMS community has been an invaluable source of inspiration, and I am incredibly humbled to be part of such a dynamic and forward-thinking group of scholars. As I continue to advance in my career, I remain committed to contributing to the field of operations management and sharing my knowledge with the next generation of researchers.

In the following, I will briefly describe my past research and future research directions and hope that could offer valuable insights for younger scholars, paving the way for them to conduct better research in this field.

Throughout my research journey, I have concentrated on platform operations from an empirical operations perspective. The rapid adoption of Internet infrastructure and smartphones has given rise to innovative business models like platforms, sharing economy, and gig economy, creating new opportunities for research. My work delves into two key distinctions between traditional brick-and-mortar firms and platform operations: information design on platforms and algorithm design on platforms.

My research on information design on platforms is divided into three categories. First, I examine the effect of information from the demand side and the platform on individual suppliers' decisions, such as pricing, capacity, and participation. Second, I explore how consumers learn from online and offline information provided by suppliers and the platform, and how to boost operations efficiency through strategic information provision. Finally, I study the optimization of platform information-provision policies, considering potential strategic reactions from consumers or suppliers. This research trajectory provides a comprehensive understanding of the role of information design in platform operations.

Regarding algorithm design on platforms, my research helps platforms develop better data-driven algorithms by integrating machine learning with traditional operations methods. Additionally, I assess the impact of extensive algorithm usage on human workers and investigate ways to improve the collaboration between algorithms and human workers. These research efforts contribute significantly to the effective utilization of technology within platform operations.

Methodologically, my research combines econometrics, theoretical modeling, and applied machine learning. This approach has led to substantial improvements in empirical methodologies in operations management. My work in combining field experiments with observational data, developing innovative ways to conduct field experiments, and integrating theoretical

modeling with field experiments has broken new ground in the field. Furthermore, I have proposed ways to merge machine learning models with traditional causal inference methods to deepen our understanding of underlying mechanisms in econometrics models.

As I continue my research journey, I plan to concentrate on integrating machine learning methods into traditional operations problems and investigating the societal impacts of increasing algorithm usage. Since machine learning-based algorithms have become an integral part of platforms' decision-making, I believe it is essential to comprehend their effects on social welfare and explore ways to enhance these algorithms.

In conclusion, my research trajectory has centered on the examination of platform operations, with a focus on information design and algorithm design. By utilizing a combination of econometrics, theoretical modeling, and applied machine learning, I have developed insights and strategies that enhance operational efficiencies in multisided marketplaces. I hope my path will inspire younger scholars to follow in my footsteps and contribute to the understanding of the societal impacts of algorithm usage in operations, ultimately leading to better research and a more profound understanding of this rapidly evolving field.

Dennis Zhang

Associate Professor of Supply Chain, Operations, and Technology & Associate Professor of Marketing (Courtesy)
Olin Business School
Washington University in St Louis

NOTE FROM TEACHING INNOVATION AWARD WINNER WILJEANA GLOVER

I was honored to receive the 2022 POMS Wickham Skinner Teaching Innovation Award and to be asked to share a summary of my teaching approach and my experience of receiving the teaching innovation award. My teaching approach incorporates implementation-focused experiential learning where students implement process and design-oriented improvements in real world settings during the course. Implementation-focused experiential learning advances operations management (OM) pedagogy as it increases student engagement, strengthens OM capabilities of non-traditional OM students (e.g., scientists and clinicians), and provides a unique opportunity for students to develop a deeper understanding of cross-cultural settings. I have developed three experiential learning courses to date: Scaling Lean Ventures, Experiment to Scale, and the Global Health Innovation Lab.

I developed Scaling Lean Ventures in partnership with the Toyota Production System Support Center in 2014. The course pairs students with local organizations to identify operational constraints to growth and implement improvements (called countermeasures) to address those constraints. While we initially focused on non-profit organizations, we also recognized a need for local businesses to use lean principles to scale. In 2019, my colleague Richard Goulding also began teaching the course. Across our sections, we have taught ~130 students and collaborated with over a dozen organizations spanning multiple industries, some with students successfully implementing over 75% of their proposed countermeasures. As one student noted on their evaluation, “I enjoyed the hands-on experience and on-site visits that made the material more real and helped me to learn it better.”

My second experiential course, Experiment to Scale, began in 2019 and is exclusively offered through our Certificate for Advanced Management Programs in partnership with Pfizer and Vertex. The course is an advanced version of Scaling Lean Ventures with a focus on the life science sector. Students use an adapted A3 and learn lean management and hoshin kanri, design thinking, and agile methodologies to complete two rounds of process experimentation in their workplaces. To date, ~100 students have taken the course, including scientists, operations management experts, and project management and sales professionals. Teaching this course through the pandemic (Summer 2020 and Fall 2021) has been one of the most rewarding and impactful experiences of my teaching career. As one scientist who took the course noted, “I wanted to say to you personally that I was very nervous in enrolling for this course

initially because of my lack of business background and exposure to these concepts, but I found your course wildly fascinating and you did a great job leading me through these unfamiliar concepts.” This demonstrated the value for me of OM professors to not only educate individuals within our discipline, but to engage in interdisciplinary teaching so that non-management staff can further develop their OM capabilities.

My most recent pedagogical innovation is Global Health Innovation Lab that I developed through a McGovern Foundation grant in 2020. The course teaches the application of value sensitive design in the context of health care delivery, devices, digital platforms, and drug development. Undergraduate Babson students are paired with undergraduate medical students from around the world. The students work together for one week in the host country on a high priority project challenge from a healthcare-related organization in the host country. They continue to work together virtually on the project throughout the semester. As a supplement to the course, we also host a hack-a-thon where a larger number of students can participate. I launched this program in partnership with Dr. Rex Wong at the University of Global Health Equity in Rwanda. We are expanding the program with a partnership with Dr. Diego Gadelha at the Unifacisa University in Brazil in Fall 2023. This class has reached 75 students across all partners to date and approximately 40% of solutions are have been sustained via continued development and testing with the host organizations.

Again, it is an honor to be recognized as a positive reflection of the teaching legacy of Dr. Skinner on productivity and operations strategy through this award. This award has given me the opportunity to share these experiential learning techniques with more faculty through research talks and articles like this. I hope that this recognition inspires my fellow OM educators to try implementation-focused experiential learning to increase student interest in the field. I also hope that we invest and value the study of OM pedagogy not only for the advancement of our field, but for the continued application of OM capabilities to address societal needs.

Wiljeana Jackson Glover

Associate Professor
Technology and Operations Management
Founding Faculty Director Kerry Murphy Healey Center
for Health Innovation and Entrepreneurship
Babson College

NOTE FROM TEACHING INNOVATION AWARD WINNER GREG HEIM

My teaching career has always focused on the interface of information technologies and operations/supply chain management. This teaching role has generally been consistent with my research program, which originally focused on how technologies enabled service OM, and specifically e-service delivery. Later, after some senior faculty from other universities referred to me as “The E-Commerce Guy”, I decided I should probably branch out, back into OM proper. Since then, my research and my teaching additionally aim to focus on broad use of technologies across manufacturing operations and supply chain operations. Sometimes I think I’m a bit crazy to follow such a broad range of modern Tech, but it does keep me well-informed and able to see patterns in technology evolution across manufacturing, service, and supply chains.

As a fresh new faculty member, I tended to be assigned lecture courses of the “Intro to ...” variety, both for MIS and OM/SCM courses. Even then, I was trying to write short (1-2 page) discussion cases to enhance student discussion during class sessions. I also started partnering with previous students employed at a major consulting firm to develop experiential capstone-like project-based team experiences. Some initiatives I started at that time lasted for many years. Moreover, the groundwork laid at that time still benefits me today. For that, I must thank all of the industry partners I’ve worked with on educational student experiences over the years.

In my present teaching roles at Texas A&M University, I sometimes offer PhD seminars, but more commonly deliver undergraduate (and sometimes MS-MIS) courses that use case studies to examine challenges of choosing, installing, and using legacy and emerging technologies in operations and supply chains. Until about 2013, I only used case study documents sold by the standard case vendors. However, around that time, after adopting a new textbook for the course, I realized our case study coverage didn’t match well with the textbook content. We were out of sync with recent developments. I also realized the typical case vendors had largely stopped covering IT from an OM/SCM perspective. (MIS case study writers have a specific slant on IT that is more derived from their contemporary research interests, rather than from events taking place in supply chains.)

So, I started writing my own case studies for my undergraduate students. Since then, I’ve written over 20 different discussion case studies. These case studies range

from about 10 to 25 pages, although I’ve learned with experience that students really don’t want more than about 12 pages for an in-class discussion case, including tables and figures. Since Texas A&M does not have a case study distribution office, I have not shared the case studies beyond my courses, other professors who teach the same courses, and our internal case study competitions. The cases thus present a distinctive competency to our own students. For me this is “fun writing”, so I have not pursued publishing them with a case vendor – that would take the fun away, given the huge amount of teaching notes and other overhead one must provide before the case publishers will publish a case. As such, all of my cases are provided for free to my students. That’s the tradeoff. The benefit for me is that, by the time I write the case, I know so much about the industry phenomenon that I can easily master the narrative for the case during a classroom discussion.

How does one start writing cases? Initially, I would ask local managers who participated in a team project, or participated in a class lecture, whether I might write up their ongoing issue as a case study. Sometimes an article from the press will spark an idea. More recently, I have been inspired by corporate speakers at major industry conferences. While those presentations innately are meant to sell IT vendor technology to potential clients, for me, the presentations tell me most of everything I need to know for writing a case: *business context, technology options, stakeholder challenges, and actual decisions*. By this point in my case writing career, the writing seems a bit formulaic, but it is nevertheless still always fun to go down the rabbit hole of a new technology, and to try to discover the secret of why that IT may (or may not)

work well in a certain context. As long as I can figure out how to place the students in the shoes of an OM/SCM decision maker today, the cases always seem to resonate with students.

It was an honor to learn I had been named a winner of the POMS Wickham Skinner Teaching Innovation Award for 2022, especially due to the long list of esteemed colleagues who have won this award in prior years. Until now, I didn’t realize the top scholar educators who have won this award. I am truly humbled to be considered among their company.

When one tries to innovate as an educator, sometimes it seems like the effort may not be worth it. The push for more research always seems to pull against the teaching efforts. Even though it is intellectually fun to write discus-

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Things I need to know for writing a case: *business context, technology options, stakeholder challenges, and actual decisions*.

NOTE FROM TEACHING INNOVATION AWARD WINNER GREG HEIM

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sion cases and take students through experiential education projects, and I really like that my efforts reduce educational costs for our students, it nevertheless involves a lot of preparation, planning, and detailed execution. Awards like the Wickham Skinner Teaching Innovation Award make my consistent and continued efforts worthwhile, since the award provides the POMS community's reflection that what I have accomplished over the last decade has to some extent been viewed as a nice contribution to society at large, and specifically to the OM/SCM field. Finally, from a personal history perspective, the research work of Wickham Skinner was some of the first academic ideas introduced to us in the mid-1990s by Roger Schroeder at the University of Minnesota. As such, this teaching award brings me full circle - the academic hero of one of my mentors now has a connection to me. I must acknowledge that my career has greatly benefitted from the early inspirations generated by those ideas.

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NOTES FROM EMERGING ECONOMIES DOCTORAL STUDENT AWARD WINNERS

Essays on Strategic Interactions in Vertical Supply Chains: On the Role of Inventory and Technology

By Ganesh Balasubramanian

The past two decades have witnessed a shift from centrally managed supply chains to decentralized supply chains (Netessine, 2004). In decentralized supply chains, the interests of individual members might not be aligned with each other. This dissertation is an attempt to understand how the interactions among various agents in a decentralized supply chain are impacted by different supply chain characteristics. Specifically, we explore the role of inventory and technology on manufacturer-retailer interactions in decentralized supply chains. This dissertation consists of three essays, which focus on the following supply chain characteristics: (i) the manufacturer's cost learning (ii) the retailer's adoption of tracking technology, and (iii) mass customization facilitated by using 3D printing.

In the first essay, we study how the manufacturer's cost learning impacts the retailer's inventory decisions in a decentralized supply chain. Cost learning refers to the manufacturer's ability to reduce the marginal production cost due to learning from production activities. We highlight the ubiquity of cost learning across various industries and discuss how the manufacturer's cost learning interacts with the retailer's strategic inventory. Anand, Anupindi, and Bassok (2008) have demonstrated that retailers have the incentive to carry inventory strategically as a bargaining chip to induce the upstream manufacturer to drop future wholesale prices. The manufacturer, anticipating the retailer's strategic behavior, responds by increasing the early period wholesale price. However, when the manufacturer experiences cost learning, whereby the future production cost reduces with the cumulative production in the early period, she also has some incentive to reduce the early period wholesale price to induce the retailer to purchase more. Hence, in the presence of cost learning, the manufacturer faces a dilemma: should she hold inventory, bearing her holding cost, to progress faster on the learning curve, or should she adjust her wholesale price to encourage the retailer to carry inventory, who bears his holding cost but also uses it as a bargaining chip to lower future wholesale prices? We formulate a game-theoretic model to address this dilemma and characterize the optimal inventory holding pattern in the supply chain.

In the second essay, we study the retailer's adoption of

NOTES FROM EMERGING ECONOMIES DOCTORAL STUDENT AWARD WINNERS (CONTINUED)

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tracking technology and its interaction with his strategic inventory decision. In the absence of strategic inventory, the retailer's cost-benefit analysis of tracking technology adoption is rather straightforward. The benefits of eliminating shrinkage costs are compared with the tagging cost required to adopt tracking technology. However, in the presence of strategic inventory, the retailer's tracking technology decision becomes more nuanced. It does benefit the retailer by eliminating the shrinkage cost, but it simultaneously eliminates the additional wholesale price reduction induced by shrinkage, over and above what is induced by strategic inventory. When the retailer adopts a tracking technology, his total order quantity may decrease, thereby reducing his bargaining power to extract a lower future wholesale price. In addition, it also imposes a tagging cost. This raises an important question for a retailer who carries strategic inventory. Should he adopt tracking technology, which eliminates shrinkage but also eliminates the benefit of wholesale price reduction induced by shrinkage? If yes, what is the impact of such a technology adoption on the supplier's profit? We formulate a stylized game to capture the strategic inventory decision and technology adoption decision of the retailer.

In the third essay, we investigate the role of 3D printing in the design of a supply chain that leverages this technology to sell customized products. 3D printing allows manufacturers to produce and sell customized products that can fit the exact customer specifications (biometric profile). Ensuring fit requires capturing each customer's dimensions, which can be achieved by delegating the process to retailers. This often involves on-site production of the fitted product, which implies ceding pricing power to the retailer. Alternatively, the manufacturer can involve customers directly, usually via a mobile application. By doing so, the manufacturer retains the pricing power but subjects herself to issues stemming from data imperfections, and consequently, a potential lack of fit of the product. Hence, the manufacturer faces a challenge: should she delegate data collection and 3D printing costs to the retailer or should she bear the 3D printing cost while engaging with the customer directly to carry out data collection? We resolve the manufacturer's dilemma by revealing the interactions among the manufacturer, the retailer, and the customers using a theoretical model.

Strategic Interactions in Vertical Supply Chains: on the Role of Encroachment and Advance Purchasing

By Ayush Gupta

This dissertation analyzes strategic interactions between an upstream seller and a downstream buyer in three two-period settings: (i) when the seller opens a direct channel in parallel to an existing indirect channel (aka seller encroachment); (ii) when the buyer may purchase advance units—as strategic inventory (SI) or forward units—to create supply-side competition between the seller and her advance units; (iii) when the consumers can sell their used products through a P2P platform.

The first essay examines the impact of the seller's manufacturing cost learning on his encroachment decisions. We find that cost learning can help reduce the manufacturing cost enough to make encroachment profitable for the seller, despite his additional direct selling cost. However, encroachment induces the buyer to lower her orders, adversely impacting cost learning and hence, the manufacturing cost. As a result, encroachment, which typically benefits the seller, may hurt him in the presence of cost learning. Surprisingly, the seller still continues to encroach and sell directly unless he can credibly assure the buyer that he will not encroach.

The second essay studies the role of forward contracting when the buyer can carry SI. Since forward units and SI have a similar effect of pressuring down the future spot price, we show that forward contracting eliminates the buyer's incentive to carry SI. We further reveal that offering a forward contract is always in the seller's best interest, which also benefits the buyer. Although, in

NOTES FROM EMERGING ECONOMIES DOCTORAL STUDENT AWARD WINNERS (CONTINUED)

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equilibrium, the buyer never carries SI in the presence of a forward contract, the buyer's SI option distorts the forward contract, hurting all players.

The third essay considers the role of SI in the presence of a P2P platform. Earlier studies suggest that, in the absence of a P2P platform, the seller raises the first period spot price to suppress the buyer's SI, thereby limiting the buyer's bargaining position in the second period. By contrast, we find that the competition from the P2P platform may induce the seller to encourage, rather than discourage, the buyer to carry inventory by dropping the first period spot price. However, if the seller can offer a forward contract, then the seller is strictly better off if the buyer purchases forward units instead of SI. Hence, he charges a lower forward price and a high first-period spot price. However, this increase in the spot price hurts the buyer.

Modelling the Dynamics of Humanitarian Operations

By **Luiza Ribeiro Alves Cunha**

Research in Humanitarian Operations (HO) has attracted the attention of academics and practitioners by applying analytical tools to improve response to beneficiaries. Different studies suggest that the integration of traditional practices and theories of logistics and operations management (OM) in the complex context of disasters would benefit the humanitarian supply chain. One of the most recognized techniques in OM is simulation, being System Dynamics (SD) a method capable of model simplified representations of realities and gain valuable insights into situations of dynamic complexity. In this context, this thesis aims to analyze the complexity of HO through SD. The thesis presents a systematic literature review (SLR) to identify the state of the art of the subject, delivering a taxonomy, a framework, and a research agenda. Then, two complex and dynamic operations are modelled through SD. The first operation involves collecting and distributing donations to the vulnerable population from Rio de Janeiro, Brazil, amid the COVID-19 pandemic. As a result, we demonstrated that: (i) increasing access to cleaning products in communities can significantly reduce COVID-19 transmission; (ii) food donations can increase the population's affordability; (iii) accessibility increases by 20% in vouchers/cash donations compared to all in-kind donations. The second one is the Brazilian operation to receive, shelter, and internalize Venezuelans. Since the flow of Venezuelans to Brazil has grown and, the pandemic aftermath presents itself as a concern for the operation capacity, Operation Welcome is modelled to understand the bot-

**NOTES FROM EMERGING ECONOMIES DOCTORAL
STUDENT AWARD WINNERS (CONTINUED)**

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tlenecks for its scalability. As a result, we demonstrate that: (i) the internalization process is a bottleneck as, in addition to logistics, it is necessary the socio-economical insertion (through job vacancies, for example); (ii) shelters capacity is an operation bottleneck, as it defines a queue of needing assistance Venezuelans waiting to be sheltered.

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