

POMS CHRONICLE

FIRST ISSUE 2016

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2017 Annual Conference

POMS 28th Conference
May 5–8, 2017
Seattle, Washington, USA

“Global Operations: Expanding Horizons, Social Good and Technology”



General Chair:
Asoo J. Vakharia (University of Florida, USA)



Program Co-Chairs:
Apurva Jain
 (U. of Washington)



Masha Shunko
 (U. of Washington)



Professor Edward Anderson, POMS President
 McCombs School of Business
 The University of Texas at Austin, TX, USA

This year I have the great honor to serve as your President of the Production and Operations Management Society (POMS), following in the steps of such groundbreaking scholars as **Asoo Vakharia, Chris Tang, Suresh Sethi, Luk Van Wassenhove, Marshall Fisher, Hau Lee, Cheryl Gaimon**, and others. I have grown up as an academic within POMS, becoming a member in 1998 shortly after becoming a professor at the University of Texas, and to POMS I literally owe my career in a number of ways ranging from publishing in the POM journal to the advice of many POMS elders such as **Kalyan Singhal** and **Robert Hayes**. I am particularly pleased that the Society has grown along with me. In 2015 (2016 figures are still being gathered), our membership was at an all-high peak of 2,199 members from numerous countries; 21 countries had at least 10 members! At the 2016 Conference in Orlando this past May (our thanks to **Bharat Kaku, Nitin Joglekar, Rogelio Oliva, Sriram Narayanan, Ken Klassen**, and all others who made this possible), we had over 1,500 attendees, with close to 500 research presentation sessions.

Our journal, Production and Operations Management, continues its reign at the most important and recognized journal dedicated to production and operations management in the world. Under **Kalyan Singhal**'s leadership, it is on the top-20 Business Week and top-45 Financial Times business publications lists.

We intend to extend the Society's influence through the work of **Martin Starr** and **Janice Carrillo**, who are performing a strategic directions survey as part of the POMS Director of Strategic Planning position that Martin has so graciously agreed to. Martin's work, to form a strategic plan for POMS, is of critical importance to enable the Society to continue to grow in size and influence. Another prong of our growth strategy is the increasing focus on international regions through conference collaborations and regional POMS chapter organizations.

In closing I would like to make a couple of personal requests. One is to veteran members of the Society. This year I noticed how young much of the conference attendees were. **John Kanet** in his role in leading the Emerging Scholars Program and **Rachna Shah** in her role of leading the Doctoral Consortium do excellent work. However, it is up to all of us veterans to help these new scholars as they navigate the difficult course of scholarly excellence while maintaining relevance. Advice and support from those of us who have already sailed this path can be invaluable in career development. For those who are new to POMS, please do seek these people out. I know such help made my career much easier and much more fruitful than it would have been other wise. POMS is a friendly society, and we all want to help you. So please ask. Engage a

(Continued on page 3)

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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.

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

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POM Journal

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

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

POMS Seattle, May 5-8, 2017



FROM THE EDITORS



Karthik Ramachandran
POMS Chronicle Co-Editor

Scheller College of Business
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This issue of the POMS Chronicle is dedicated to the 26th annual conference of the Production and Operations Management Society held at the Hilton Orlando Lake Buena Vista on May 6-9, 2016.

It was refreshing beyond description for us to get away from the university and head to Orlando for another great conference of the Production and Operations Management Society. The grading was done (for the most part) and it was finally time to reconnect with peers and friends at POMS. Honestly, we cannot think of a better way to unwind from a busy and stressful semester and to usher in a summer dedicated to research (and hopefully a little bit of well-deserved relaxation) than to go to POMS in Orlando, Florida.

As in previous years, the conference organizers had packed the conference program with many goodies including 26 research tracks, three plenary sessions, several practice leaders semi-plenary sessions, the applied research challenge, a few receptions and more. In this issue, the program co-chairs, professors **Sriram Narayanan** and **Rogelio Oliva**, discuss some of the innovations of this year's conference. One of these innovations was the first-ever Twitter #eDebate organized on Friday May 6th from 9 to 9:45 pm. As expected for a first time event, the participation was modest: 17 participants contributed 100 tweets. However, at 9:45 pm, when **Subodha Kumar**, the event moderator and POMS VP for Communications, officially closed the debate, owing to the power of social media, our event had already reached 20,438 Twitter accounts. For those of us who participated, it was a ton of fun and we hope we will hold other events of this kind in the future, and that more people will join. Thank you to the conference organizers and to our panelists for making this event possible. Our discipline tries to answer some of the core problems of all business organizations, and is at the seams of where the emergent data sciences meet business decision making. The e-debate was a great platform for our thought leaders to share their viewpoints with the larger community. Being present on social media gives us an opportunity to make our discipline more visible and better recognized outside of POMS. Let us all pledge to make a big splash on social media at POMS 2017!

Just like social media technology changes the way people interact, we are also pleased to feature in this issue an article from **Kyle Cattani**, POMS VP for Education, on ForClass.com, an innovative online polling platform for the classroom. ForClass allows instructors to give students an assignment and to collect student

responses via smartphones or laptops before or during class. After the assignment is completed, the instructor can discuss the student responses with the class. The instructor knows which students gave which responses and can use that information to call on students and generate a meaningful discussion with the class, thus improving participation and learning. ForClass is similar to live audience participation systems (such as clickers or polleverywhere.com) except that the responses are not anonymous. Another advantage of the system is that it comes with many assignments built around popular business cases. Kyle's article will tell you how to take advantage of this system for your classes. If you have experiences with ForClass or another innovative pedagogical system that you would like to share with the POMS membership, send us your articles.

There is much more to read in this issue. On page 9, you can see a graph of the membership of each of POMS seven colleges over the last 5 years (from 2011 to 2015). POMS continues to grow. Some of the growth comes from outside the US. We conclude this issue by announcing two international conferences sponsored by POMS in Havana, Cuba in September 2016, and in Tel Aviv, Israel in June 2017.

And of course, we hope to see many of you at POMS 2017 in Seattle, Washington, in May 2017.

But for now, thank you for tuning in to the POMS Chronicle. We hope you have a fantastic summer. ■



(Continued from page 1)

slightly gray-haired POMS member in a conversation. Talk to them about your research and solicit their advice. We all want to help you, as you are the POMS of tomorrow. ■

POMS 2016 CONFERENCE REPORT TOWARDS NEW HEIGHTS

From the POMS 2016 Conference Co-Chairs



Sriram Narayanan
Michigan State University



Rogelio Oliva
Texas A&M University

A few weeks ago, we celebrated the 27th Annual Conference of the Production and Operations Management Society. By most objective measures, the conference program was a success. We had the largest number of accepted submissions to date that resulted in 1,534 presented abstracts, an 11% increase over the submissions to the 2015 conference. The conference had the largest number of participants (1,517, a 7.2% increase over last year), and the largest number of sessions (484). The conference also broke new records in terms of the number of sponsors and the funds raised through sponsorship. Furthermore, over 40% of the registered participants were from outside of the United States.

None of this would have been possible without the support, and leadership of **Sushil Gupta**, the Society's Executive Director, who over the years has developed the processes and infrastructure for a group of neophyte volunteers to organize a successful conference year after year. While much of the impetus for innovations comes from the volunteer organization, it is the reliability of these underlying processes that makes it possible to try new ideas and explore previously untested possibilities.

The conference theme, Innovative Operations in an Information and Analytics Driven Economy, was selected through a consultation process lead by **Nitin Joglekar**, the Conference General Chair. The theme was central throughout the planning process and the selection of plenary sessions and tutorials was driven by the theme.

This conference introduced a couple of innovations at the program level. We did a significant restructuring of the program tracks. Several tracks were merged into other existing tracks, as the number of submissions did not justify a separate scheduling process. Other tracks that historically had large number of submissions, e.g., supply chain management and sustainable operations, were split into more manageable tracks aiming to have between 70 and 100 abstracts per track. This partition was done in collaboration with the leadership of the involved college as we they would have a better sense of how their members would like to structure the field. It was interesting to note that some of the emerging tracks were aligned to the conference themes of analytics and leveraging data. Finally, two new tracks were introduced to capture other emerging interests in the community – emerging topics and teaching/pedagogy.

In terms of track chairs, we aimed to have in each track well-recognized scholars with convening capacity and with a particular care to maximize the participation of international scholars. We collaborated with the colleges in the identification of potential track chairs and 25% of the track chairs were from outside

of the US. We had an excellent response from the community, and, thanks to the tracks chairs' work, invited sessions represented over 46% of the conference sessions and 47% of the accepted abstracts came from outside of the US.

The conference also innovated in other dimensions. For the first time, we formalized the conference presence in social media (Facebook and Twitter) and linked the conference activity to the POM Society and POM journal Facebook pages. We even hosted an eDebate during the conference (you can still read the thread of the debate at #POMS2016 #eDebate). See the next article for a description of the impact of social media during the conference.

Also, for the first time, we attempted to provide childcare for participants who brought their families along. The demand was below expectations, partly due to the late announcement of this initiative (most people had already made alternative arrangements). However, POMS ensured that early registrants had access to the service at the discounted rate. We received several encouraging emails from the community appreciating the lead POMS took in offering this service and, despite this slow start, the society is committed to making this a permanent feature of the conferences.

We hope you enjoyed the conference and the opportunities it created for networking and collaboration. We thank POMS for the opportunity to serve the community in this conference and look forward to the innovations that will be introduced by the next conferences organizers. ■



First Ever Use of Social Media at POMS!

Submitted by Rakesh Mallipeddi and Seok-jun Youn, Doctoral Students at Texas A&M

Among the innovations at the 27th Annual Conference of the Production and Operations Management Society, the POM society made its debut on two of the most popular social media platforms, Facebook and Twitter. The Facebook page was our platform to make announcements on the upcoming events and services (such as agenda, mini-conferences, daycare service, and our sponsors) during the pre-conference phase. It also echoed the content of the POMS Journal Facebook page to let members catch up with the POM Journal content. As a complementary tool, Twitter enabled dynamic communication among participants during the conference. We also worked to increase the conference presence on social media by encouraging the conference goers to follow and use the hashtag #POMS2016 both on Twitter and on Facebook. The response by the POMS community on these platforms was incredible. During the period of conference (from May 3rd to May 10th), a total 301 tweets were posted including direct messages and retweets. Twitter analytics suggest that the tweets containing the hashtag #POMS2016 reached more than 55,000 Twitter accounts. Fur-

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POMS 2016 CONFERENCE REPORT TOWARDS NEW HEIGHTS (CONT'D)

(Continued from page 4)

thermore, our hashtag was active in eight countries. Considering the fact that this was the first time, the social media engagement metrics were encouraging.

Our aim was to promote social media as a platform wherein conference goers engaged with each other. It was encouraging seeing several participants sharing their reactions to the presentations, commenting on several plenary and panel sessions during the conference, sharing their conference experience through posts and pictures, and most importantly having fun with these resources. We also made efforts to continually update our Facebook and Twitter pages with information on key events.

As part of the social media initiative we hosted the first ever eDebate at the POMS Conference. Conceptualized by **Nitin Joglekar** (Boston University), the conference chair, and **Sriram Narayanan** (Michigan State) and **Rogelio Oliva** (Texas A&M) the program co-chairs, the topic of the eDebate was: "Will data scientists usurp supply chain managers' work by leveraging analytics (e.g., machine learning, pattern recognition, etc.) instead of OM models?" The assertion being debated was built upon the main conference theme, Innovative Operations in an Information and Analytics Driven Economy. Moderated by **Subodha Kumar** (Texas A&M), the panelists of the eDebate included **Ram Ganeshan** (William and Mary) and **Jay Swaminathan** (UNC Chapel Hill) on the pro-assertion side and **Fabrizio Salvador** (IE Business School), **Nicole DeHoratius** (University of Chicago), **Rohit Verma** (Cornell University), and **Thomas Goldsby** (Ohio State) on the contra-assertion side. One of the unique features of this eDebate is that it allows audience to participate in the debate from anywhere in the world.

Not surprisingly, a few participants in the eDebate were not physically present at the conference. The arguments made by the panelists and other participants can be accessed through the panelist's Twitter account (@POMSPanelist1), or the POMS Twitter account (@PomsSociety).

We are excited by the success of this year's eDebate at the POMS conference and hope that the concept of eDebate will continue to be on the agendas of future conferences. The Facebook and Twitter pages of POM society and POM journal to engage with each other and to make any society-related announcements.

POM society can be reached at @PomsSociety on Twitter and @POMSociety1 on Facebook. POM journal can be reached at @POMJournal on Facebook. ■



nikhil varma @niikkhhiil · May 6

could not attend #poms2016 ... but this #edebate is something I have been looking forward to participate in




FIRST POMS TWITTER #EDEBATE

On Friday May 6th, from 9 to 9:45 pm, our panelists were asked the following question: "Will data scientists usurp supply chain managers' work by leveraging analytics (e.g., machine learning, pattern recognition, etc.) instead of OM models?"

Rohit Verma @rohit_verma · May 6
#poms2016



Front row: **Nicole DeHoratius** and **Rohit Verma** (Panelists)
Back row: **Subodha Kumar** (Moderator), **Francois Giraud-Carrier** (POMS Chronicle Co-Editor) and **Nitin Joglekar** (Conference Chair)



From left to right: **Seokjun Youn**, **Subodha Kumar**, **Nitin Joglekar**, **Nicole DeHoratius**, **Rohit Verma**, **Francois Giraud-Carrier**, **Ram Ganeshan** and **Fabrizio Salvador**.

Pro-assertion team



Jay Swaminathan @jmswaminathan · May 6
#poms2016 #edebate
FOR: #realtime #BigData and the associate techniques like #machinelearning are going to impact #supplychain modelling

Ram Ganeshan @RamGaneshan · May 6
Data Scientists the "sexiest job in the 21st century.": hbr.org/2012/10/data-s ... #hbr #eDebate #POMS2016

In reply to Rohit Verma
Jay Swaminathan @jmswaminathan · May 6
#poms2016 #edebate @rohit_verma - great point. I conjecture that in 5 years data models will be taught w/ inventory model in curriculum

In reply to Subodha Kumar
Ram Ganeshan @RamGaneshan · May 6
@subodha0 #bigdata holds the key for larger issues poverty, large scale sustainable models, & social responsibility. #edebate #poms2016

FIRST POMS TWITTER #EDEBATE (CONT'D)

Contra-assertion team



POMSPanelist2 @POMSPanelist2 · May 6

data mining and machine learning without human oversight = wrong inferences #poms2016



Thomas Goldsby @ThomasGoldsby · May 6

AGAINST: Biz analytics are trained to spot risks, but fail to see the entrepreneurial opportunities #eDebate #POMS2016



Rohit Verma @rohit_verma · May 6

#poms2016 #edebate. I think signal to noise ratio in data captured by "real-time" data collection techniques are very low too



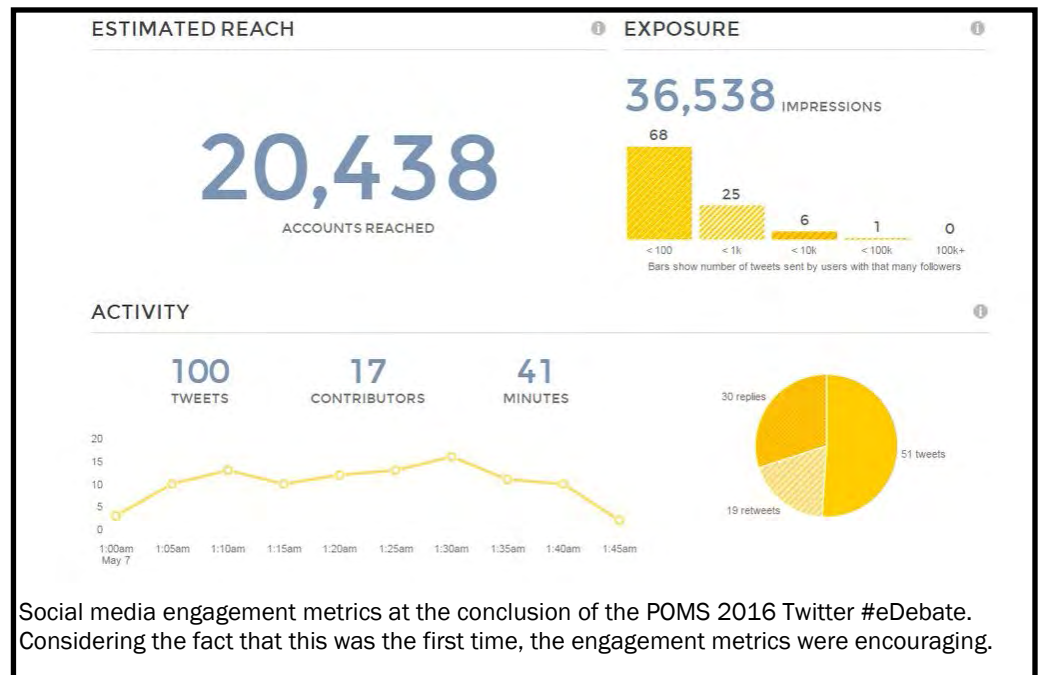
POMSPanelist2 @POMSPanelist2 · May 6

#poms2016 #edebate big data alone has difficulties with causality and with endogeneity.



Rohit Verma @rohit_verma · May 6

@POMSPanelist1 #poms2016 #edebate -- Friday night @ 9:37 pm and this is what we are discussing. O' wait we must be in academia



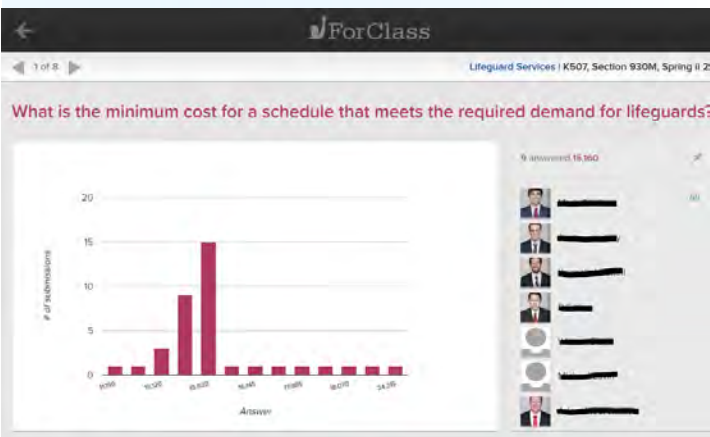
FROM THE DESK OF POMS VP EDUCATION



Submitted by Kyle Cattani
POMS Vice-President Education
Indiana University

You, too, can use ForClass (for free!)

For a recent class, I had my students prepare in advance a short case I wrote (called LifeGuard Services) where students had to determine (manually, in Excel) the minimum cost schedule for lifeguards given a number of constraints. Students were required to post their solutions to a website called “ForClass” (www.forclass.com). In class, I called up ForClass, projected it to the class, and quickly scanned the student responses, seen in the screenshot below.



I clicked on the 4th bar and saw that 9 students had found a solution for \$15,160. I knew (from running an LP) that the minimum cost solution was \$15,520. Confident that they had violated one of the constraints, I called on a couple of the students and had them talk through their solution. Together, we were able to analyze what they had done correctly, and what constraint they had overlooked.

The Officers and Board Members of POMS are excited to announce an agreement with ForClass that provides complementary access to the interactive ForClass platform for non-copyrighted material. With this innovative classroom tool, you can post material (cases, articles, problem sets, or videos) on a ForClass webpage. Students access the material (e.g., case) at the webpage and submit answers to questions you have assigned. ForClass helps you analyze the answers and based on their responses you can then determine which students to call on during class. As you teach the class, you can use ForClass to interact with the students and their responses. You can invoke the students with the right answers, highlight common mistakes, and focus on ‘good wrong’ answers, exposing a diversity of opinions and driving to significant learning moments. ForClass links seamlessly to classroom management systems such as Canvas, OnCourse or Blackboard.

ForClass is an HTML5, cloud-based platform that enables professors to drive higher student engagement and accountability in their classrooms, while significantly reducing the time needed to prepare for class and providing valuable tools for student assessment and class management. The interactive ForClass platform lets you know what your students know – before they come to class – so you can facilitate an effective discussion without simply lecturing content. Check out their [brief video tutorials](#) to learn more about the tool or watch a [short animated movie](#).

As a POMS member, you can send your own cases to ForClass (as I did with Lifeguard Services) and the ForClass team will upload it for you. Or you can use other non-copyrighted cases. **If you are interested in receiving a sandbox so you can explore the tool first-hand, follow this [link to ForClass](#) and complete a simple form.** After confirming your faculty status, ForClass will follow up with a sandbox complete with several OPS cases, including one of my favorites: “Where in the World is Timbuk2? Outsourcing, Offshoring, and Mass Customization” written by Gerard Cachon, Kyle Cattani, and Serguei Netessine.

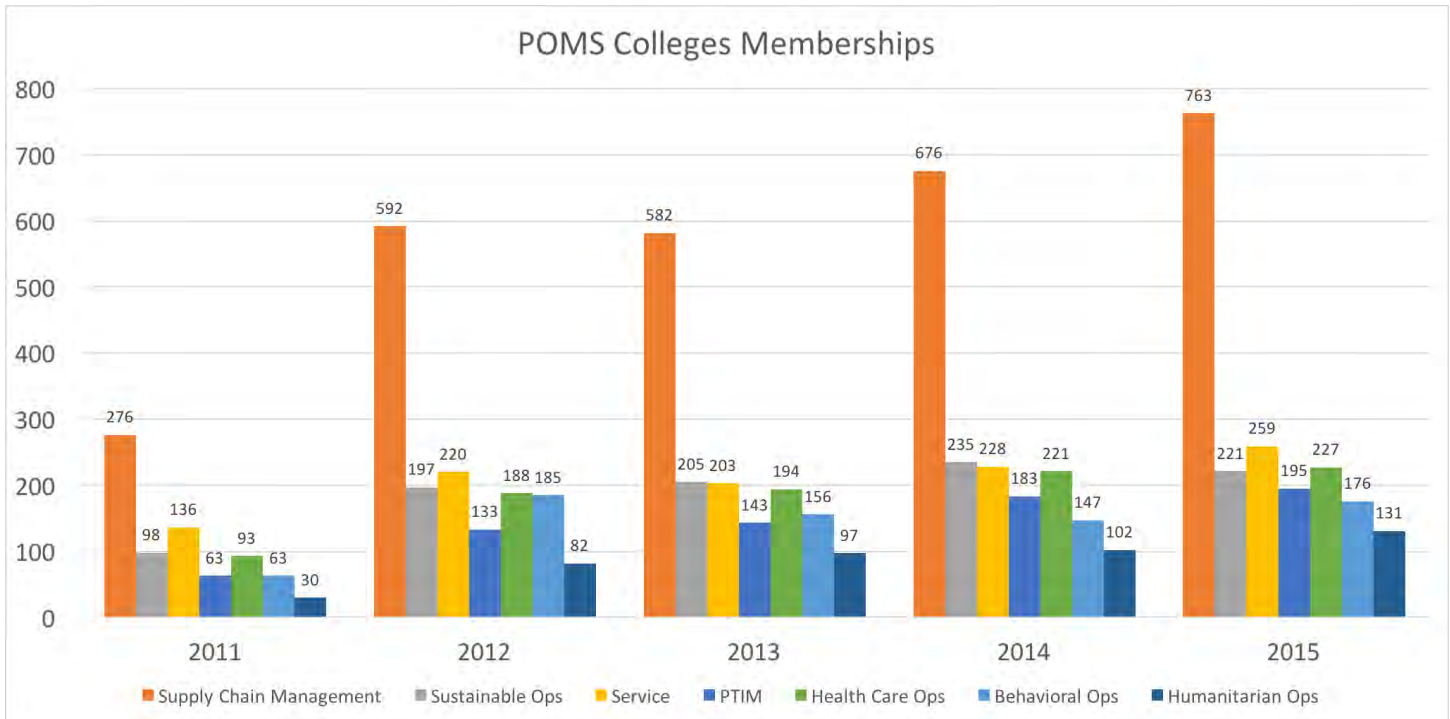
Once you try this outstanding innovation, ForClass is confident that you will want to use it for all of your cases. The team will be happy to work with you to set up all of your classroom cases, articles, problems sets, or videos on this platform. There are various pricing options. For example, copyrighted cases cost \$5 per case per student (and ForClass will clear the copyright). Or you can clear your own copyrights and work with ForClass on a platform fee per student, or for your class, or for your school. The agreement with POMS covers non-copyrighted cases and ForClass has agreed to waive all fees.*

For questions about the product you can contact the ForClass Team directly at contact@forclass.com. ■

*POMS is excited to offer to POMS members this complementary access to ForClass. POMS is not responsible for software or classroom issues that might arise with the use of this free benefit.

POMS COLLEGE NEWS

The POMS Board authorizes the creation of the colleges in subject areas of importance to the POM discipline in order to facilitate member activities. Any ten or more members in good standing may apply for the creation of a College in a particular functional discipline. Currently POMS has seven colleges in the following areas: *Behavior in Operations Management, Healthcare Operations Management, Humanitarian Operations and Crisis Management, Product Innovation and Technology Management, Service Operations, Supply Chain Management* and *Sustainable Operations*. In 2015, the membership in any college was well above 100 and as many as 763 in the largest college (Supply Chain Management) as indicated in the chart below.



College of Behavior in Operations Management



Submitted by **Elliot Bendoly** (The Ohio State University)

The POMS College of Behavioral Operations held its 2016 mini-conference on May 5th, in advance of the POMS Orlando conference. An overview of the agenda can be found at http://www.experimental-instruments.com/BDOM/Agenda_2016_5_5_16b.pdf. A great success, with compelling discussions from both our practitioner and research speakers.

Coming out of this conference, the College has a few “to dos.” First, we have a newly appointed webmaster for all things related to behavioral operations management: **Rashmi Sharma** (from Penn State). With Rashmi’s help, our website (www.behavioralops.com) is getting a long deserved facelift. If you have additional content you would like to post, please let us know. Second, we are rotating elected officer positions and will need to fill some slots. Those interested in filling treasurer, vice-president or other roles should email me directly so that we can develop a ballot for the October POMS elections.

The Behavioral Dynamics in OM Network will host its 11th invitational conference in Madison, Wisconsin (July 14-16). The conference will begin with a one-day “Young Scholars Workshop” on Thursday, July 14, 2016, and the main conference will be

held on Friday and Saturday, July 15 and July 16, 2016. The goal of the conference is to bring together researchers with a common interest in the operations interface between human behavior and analytical modeling, with the aim of sharing current work, fostering research development and developing relationships between scholars in the field. Details can be found at: <http://jindal.utdallas.edu/events/behavioral-operations-conference/>.

As a new cross-disciplinary effort, we are also happy to note our involvement in the creation of the Management Visualization Society (MAVIS, www.managementvis.com). Foremost, the aim of this group is to develop and share frameworks to assist practitioners and scholars in the development of effective data visualizations based on experience, established and contemporary theoretical notions of fit and the sense making process. Such guidance is advanced through the appreciation of pitfalls and opportunities that can arise due to the presence of prior experience bias and reinforcement traps. It capitalizes on the distinct biases that others may have in their visual preferences in order to ensure robust interpretability and effective decision support across levels and stages of use—Clearly the Behavioral Operations researcher community has a great deal to contribute to this space, and we will look forward to seeing more related insights drawn from this community in future years.

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POMS COLLEGE NEWS (CONT'D)

(Continued from page 9)

Lastly, the 28th annual POMS conference will take place in Seattle, Washington. As in years past a research track focusing on Behavioral Operations will be organized. Stay tuned for more details.

Enjoy your Summer and see you soon. ■

College of Healthcare Operations Management

Submitted by **Linda DaGanga** (Mental Health Care of Denver), **David Zepeda** (Northeastern University), **Sarang Deo** (Indian School of Business), **David Dobrzykowski** (Rutgers University) and **Craig Froehle** (University of Cincinnati).

The POMS College of Healthcare Operations Management (CHOM) has been abuzz with activity. Here are some updates about recent events and information regarding the College's future plans.

2016 CHOM Mini-Conference

The 2016 CHOM mini-conference, held on Thursday, May 5th in Orlando, was a great success. We had approximately 50 attendees for the meeting, which started off with a fascinating panel discussion on the topic of "The Intersection of Healthcare and Hospitality." **Paul Rosen**, a physician executive at Nemours, **Todd Fisher**, a hotel executive with Hilton Worldwide, and **Rohit Verma**, an accomplished academic researcher from Cornell University, offered wonderful insights into how healthcare and hospitality might learn from each other. After that, participants engaged practitioners' questions over two rounds of interactive roundtable discussions. The Showcase Presentation, "Improving Societal Outcomes in the Organ Donation Value Chain" featured research by **Priyank Arora** and **Ravi Subramanian**, both from Georgia Tech. The Research in Practice presentation, "Relook: Reimagining Care Delivery in a Service-Oriented Emergency Department," was given by **Mike Ward**, a Vanderbilt physician and doctoral student at the University of Cincinnati. The day's talks wrapped up with a compelling keynote presentation, "Do Operations and Empathy Mix?" by **Osmel Delgado**, COO of Cleveland Clinic, and **Rene Zipper** of Press Ganey.

Thanks to all the volunteers, speakers, roundtable leaders, and attendees for their effort and participation in yet another wonderful CHOM mini-conference. Planning for the 2017 mini-conference in Seattle is underway (see below).

2016 CHOM Elections

At the CHOM business meeting, the assembled members voted on CHOM Board placements. **David Dobrzykowski** from Rutgers University was re-elected to another 2-year term as VP of Meetings, and **David Zepeda** from Northeastern University was re-elected to another 2-year term as Secretary. Completing the second of their two-year terms through POMS 2017 are **Linda LaGanga** from Mental Health Partners as President, **Sarang Deo** from the Indian School of Business as VP of Awards, and **Craig Froehle** from the University of Cincinnati as VP of Outreach.

CHOM Best Paper Competition

The competition received 22 submissions across a wide variety of topics and methodologies that reflect the issues and challenges faced by healthcare delivery systems today. The submissions were reviewed by a panel of 27 experts, each reviewing 2-3 papers. Based on this rigorous round of reviews 6 submissions were shortlisted for the second round of review. In the second round, 23 reviewers evaluated all 6 submissions and their ratings were used to decide on the following 4 finalists including the first and second prize winners:

- "Dynamic Personalized Monitoring and Treatment Control of Glaucoma" by **Pooyan Kazemian**, **Jonathan E. Helm**, **Mariel S. Lavieri**, **Joshua D. Stein**, and **Mark P. Van Oyen**.
- "Clinical Ambiguity and Conflicts of Interest in Interventional Cardiology Decision-Making" by **Tinglong Dai**, **Xiaofang Wang**, and **Chao-Wei Hwang**.
- "Quality Management using Data Analytics: An Application to Pharmaceutical Regulation" by **Vishal Ahuja**, **John R. Birge**, **Chad Syverson**, **Chad Syverson** and **Min-Woong Sohn**.
- "Double Sided Network Externalities in Healthcare Information Exchanges" by **Emre Demirezen**, **Subodha Kumar**, and **Arun Sen**.

Congratulations to all of them and a big note of gratitude to all the reviewers!



(Continued on page 11)

POMS COLLEGE NEWS (CONT'D)

(Continued from page 10)

2017 CHOM Mini-conference

Planning for next year's mini-conference in Seattle (May 4, 2017) has already begun. The planning committee is considering different meeting themes and looking for one or more healthcare organizations in Seattle with which to partner; suggestions are encouraged and welcome. Also, any CHOM member looking for an opportunity to volunteer to help with planning would be appreciated; please contact **David Dobrzykowski** by email at ddobrzykowski@business.rutgers.edu if interested.

Planning for the 2017 POMS Conference

For a few years now, the Healthcare track has been the largest single track at POMS. With over 200 papers in 2016, it has become large enough to be difficult for even multiple co-chairs to manage. So, for POMS 2017, we are considering recommending that POMS split the Healthcare track into three tracks: Healthcare Operations Management (HOM), Healthcare Scheduling (HS), and Healthcare Analytics & Medical Decision-making (HAMD). Papers that involve clinical decisions, medical data analysis, and issues related to patients' treatments and health policy would ideally be directed to the HAMD track. Papers on any form of scheduling in any healthcare context would be sent to the HS track. All other healthcare-related issues, such as hospital or clinic capacity planning, patient flow, healthcare technology, and strategy would get submitted to the HOM track. There may be papers that could easily reside in multiple tracks; authors would be welcome to direct their submissions as they see fit. This is still being considered and the POMS meeting committee will make a final determination soon.

Finally, please make sure you select to join the College of Healthcare Operations Management when you renew your POMS membership! ■

College of Humanitarian Operations & Crisis Mgt.



Submitted by Miguel Jaller (University of California Davis)

The POMS College of Humanitarian Operations and Crisis Management (HOCM) is a group of researchers and practitioners focusing on the study of how to manage operational systems under stress or severe resource constraints. The group serves as a forum and networking venue between academics, practitioners, and the general community. The main objective of the group is to share practices, research results, and/or relevant information to enrich the community knowledge and awareness about the importance of humanitarian operations and crisis management.

HOCM started in 2011 with 35 members and has been growing since, with 97 current active members. The success of the col-

lege is the result of the outstanding efforts of former committee members, track organizers, and the HOCM community. HOCM has been strongly supported during these years by Professors **Sushil Gupta**, **Martin Starr**, **Luk van Wassenhove** and **Clay Whybark**.

Each year, during the POMS conference, HOCM organizes several sessions, a Mini-Conference (held the day before the start of the main conference), and other activities (e.g., field trips, receptions, business meetings, best paper awards).

In 2015, the college held elections for a new committee. The elections resulted in the following nominations:

Maria Besiou from Kühne Logistics University (President), **Nathan Kunz** from University of North Florida (Secretary), **Raktim Pal** from James Madison University (Secretary), **Erica Gralla** from the George Washington University (VP Meetings), **Tina Wakolbinger** from Vienna University of Economics and Business (VP Awards), **Marianne Jahre** from the Norwegian Business School (VP Outreach) and **Miguel Jaller** from University of California Davis (VP Communications).

The new committee members helped organize this year's conference and HOCM Mini-Conference, held in Orlando, Florida. In addition, Professors **Paulo Goncalves** (University of Lugano, Switzerland) and **Burcu Balcik** (Ozyegin University, Turkey) hosted the HOCM track. We had 91 excellent presentations (89 in 2015), representing the third highest number amongst POMS's 26 tracks. The presentations were conducted over 24 sessions during the POMS conference, organized and chaired by HOCM members from diverse geographic locations.

The presentations covered topics related to nonprofit operations; humanitarian response capacities; service delivery; resilience; health operations; collaboration and capacity building; aid and public health; disaster response logistics; food security; and OR/OM modeling, among others. The research presented spanned from analytical work to practice-ready and case study applications. We had great participation and attendance at each session. The presentations were enriched by the questions, comments, and suggestions from HOCM members and other conference participants.

In addition to the regular presentations and sessions, we also organized a Mini-Conference with invited speakers and discussion panels. The Guest Speakers of the 2016 HOCM Mini-Conference included:

- **Svein Hapnes**, Head of Supply Chain, UNHCR, Athens;
- **Delton Beall**, Catalyst/State Director, Disaster Relief and Recovery Ministries, Florida Baptist Convention;
- **Anthony Kilbride**, WASH Consultant, SOIL, Haiti; and
- **Ryan Delaney**, Country Director, Carbon Roots, Haiti.

The academic-practitioner panel had the following participants:

- **Marianne Jahre**, Lund/BI with Svein Hapnes, UNHCR, Athens;

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- **Jarrold Goentzel**, MIT, With Julia Moline and Lauren Seelbach from FEMA; and
- **Marie-Eve Rancourt**, UQAM and **Mariève Cherkesly**, UQAM/ Northwestern with **Mallika Raghavan**, Last Mile Health, Liberia.

It was a great mini-conference that showcased a wide spectrum of issues including the challenges faced by the United Nations (High Commissioner for Refugees) Refugee Agency; disaster response operations in Florida; examples of social innovation in Haiti; and collaborative efforts between academia and practitioners in the HOCM field. The mini-conference could not be organized without the selfless efforts of many colleagues and college members. Special thanks to our College President **Maria Besiou**, **Erica Gralla** (VP of Meetings), **Marianne Jahre** (VP of Outreach), and former president **Jarrold Goentzel**.

As it has been customary, the college organizes a HOCM Best paper Award. This effort was spearheaded from 2012 to 2015 by Professor **Nezih Altay**. This year, the process was led by our new VP of Awards **Tina Wakolbinger**. We received 10 submissions, and a double-blinded bi-level review process identified the winning paper: "Surface vs. Air Shipment in Humanitarian Operations under Demand Uncertainty" by **John Park**, **Burak Kazaz** and **Scott Webster**. The committee would like to thank the colleagues who helped refereeing papers for this competition.

The HOCM Committee would like to invite you to participate in our college activities at POMS 2017 in Seattle, and to join us for the Mini-Conference on the day before the main conference commences. We encourage you to submit papers and presentation abstracts to the HOCM track, which will be co-chaired by Professors **Raktim Pal** and **Miguel Jaller**.

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

Finally, I would like to thank our Committee Secretary Prof. **Nathan Kunz** and former VP of Communications Prof. **Kate Hughes** for the information provided for this article. ■

College of Product Innovation and Technology Management



Submitted by **Gulru Ozkan-Seely** (University of Washington Bothell)

The POMS College of Product Innovation and Technology Management (PITM) held its annual business meeting on Saturday afternoon, May 7, 2016 at the Hilton Orlando Lake Buena Vista in Orlando, FL.

The College of PITM held its bi-annual mini-conference on Saturday, October 31st, 2015, at the Mack Institute for Innovation Management, The Wharton School, University of Pennsylvania. This year's conference was co-sponsored by the Mack Institute and the Batten Institute for Entrepreneurship and Innovation, Darden School of Business, University of Virginia.

The first part of the conference was dedicated to talks by outstanding academics from the Wharton school. First speaker of the conference was **Karl Ulrich**, Vice Dean of Entrepreneurship and Innovation and the CIBC Professor of Entrepreneurship and e-Commerce at the Wharton School of the University of Pennsylvania. This was followed by a talk by **Dan Levinthal**, Reginald H. Jones Professor of Corporate Strategy and Department Chair (Management) at the Wharton School of the University of Pennsylvania.

After a coffee break, **Robert Boland**, Senior Manager, External Innovation R&D and IT at Johnson and Johnson gave a talk on the company's approach to cutting edge innovation practices and insights on the research and development outlooks for the industry. Finally, **Ari Brooks**, Director of Endocrine and Oncologic Surgery and Director of the Integrated Breast Center at Pennsylvania Hospital gave insights as to how new technologies can be useful in detection of diseases such as breast cancer.

The conference closed with the announcement of the winner and runner up of the 2015 PITM Student Paper competition by **Sebastian Fixson** (Babson College), the VP for Honors and Awards of PITM. **Tian Heong Chan** from INSEAD with the submission titled "Styles in Product Design" was awarded the winning spot and **Jochen Schlapp** from the University of Mannheim with the submission titled "Resource Allocation Decisions under Imperfect Evaluation and Organizational Dynamics" was awarded as the runner-up.

Organizing Committee:

Raul Chao (University of Virginia)
Sebastian Fixson (Babson College)
Debashish N. Mallick (University of St. Thomas)
Anant Mishra (George Mason University)
Gulru Ozkan-Seely (University of Washington Bothell)
Sezer Ulku (Georgetown University) ■

College of Supply Chain Management



Submitted by **Vinayak Deshpande** (UNC Chapel Hill) and **Dorothee Honhon** (UT Dallas)



This year, the College of Supply Chain Management organized a facility tour in lieu of a mini-conference on May 5th, 2016. A group of 59 POMS members signed up to visit the primary merchandise distribution center (DC2) for Walt Disney World. The

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facility, located just a 10-minute drive from the POMS conference hotel, holds between 18,000-22,000 unique items at a time, fluctuating seasonally, and supports over 300 locations ranging from small kiosks to 100,000 square foot stores as well as all four Disney Cruise Line ships, Disney Vacation Clubs in Hilton Head and Vero Beach, and the Disney Store Online facility in Memphis. Upon arrival at the facility, our group was taken to a conference room where a team of World Disney World Distribution Services Managers composed of **Bob Moore, Glendale Jones, Anna Piccioni, Bill Whitaker** and **Patrick Sporing** welcomed us and introduced themselves. After a brief introduction and a 9-minute DVD presentation we were split into 5 groups, each led by one of the Disney managers. As we toured the facility, we learned that, in 2008, the warehouse had undergone a multi-million dollar automation and system upgrade, including the installation of nearly two miles of powered conveyor, an electronic warehouse control and management system, and a new pick mezzanine. We also learned about Disney's "Four Keys to a great guest experience" philosophy, namely: Safety, Courtesy, Show and Efficiency. These four principles, taught to every Disney "cast member", guide everything the company does both strategically and tactically. We also learned that the warehouse is organized in shifts which repeat every day around the activities of Receiving, Put Away/Replenishment, Picking, Delivery, and Marking/Shipping. The time of our visit coincided with the timing of the picking shift so we were able to witness the cast members assembling orders. After about 45 minutes all groups met back in the conference room for a 45-minute Q&A session where our Disney tour guides were joined in by two more Walt Disney World Distribution Services Managers: **Laura Noel** and **Christy Smith**. The Disney team answered all of our questions very openly, with topics ranging from their sustainability policy to the handling of online orders as well as the day to day fulfillment operations. The entire visit at the Disney facility lasted about 2 hours. Upon returning to the conference hotel, our tour participants gathered in one of the main reception rooms to share drinks and hors-d'oeuvres in a relaxed atmosphere. We are especially grateful to **Dayana Cope** from the Experience Insights and Analytics team at Walt Disney World for helping us plan this very successful event from the warehouse side, as well as **Jerry Burke**, VP of Colleges at POMS for working out the logistics of the event.

In addition to the tour, the College of Supply Chain Management also hosted its annual student paper competition which, this year, was chaired by **Harish Krishnan** from Sauder School of Business at the University of British Columbia. Five papers were selected among the 46 which were submitted to the competition. The selection was done based on the timely feedback of some 94 referees (a big thank you to all of them!) The authors of the 5 selected papers were invited to present to a committee of judges at a special session of the POMS conference. The jury was composed of **Felipe Caro, Nicole DeHoratius, Vinayak Deshpande** and **Enno Siemsen**. The winners were announced later

that day at the business meeting of the college. First prize was awarded to **Weiming Zhu** from the University of Maryland for the paper "Buyer Intermediation in Supplier Finance". Second prize was given to **Joann F. de Zegher** from Stanford University who presented the paper "Designing Contracts and Sourcing Channels to Create Shared Value". Honorable mentions were given to **Shaokuan Chen** from The University of Texas at Dallas for his paper on "Optimal Policies for Assembly Systems: Completing Rosling's Characterization", **Shivam Gupta** from the University of Texas at Dallas for the paper entitled "Distressed Selling by Farmers: Model, Analysis, and Use in Policy-Making" and **Yixin Iris Wang** from the University of Michigan for the paper entitled "Risky Suppliers or Risky Supply Chains? An Empirical Analysis of Sub-tier Supply Network Structure on Firm Performance in the High-Tech Sector". The first prize was accompanied by a \$600 honorarium, the second prize by a \$300 honorarium and all papers receiving an honorable mention received a \$100 honorarium. Each finalist was also awarded up to \$500 of travel support for out-of-pocket expenses and complementary conference registration for the POMS conference.

After a brief report on the college membership and finances (we currently count approximately over 650 members), the 2016 business meeting proceeded with the election of the new board officers: **Vinayak Deshpande** was elected to take over from **Ravi Anupindi** as President, **Dorothee Honhon** took the position of VP of Communications, **Apurva Jain** joined in as VP of Special events and **Brent Moritz** as Secretary. The rest of the board continues for another year: **Kyle Cattani** as VP of Meetings and **Nitin Bakshi** as Treasurer. We also discussed plans for next year's POMS annual meeting in Seattle and in particular, whether our college should organize another plant tour along with the mini-conference as well as other events such as a Ph.D. networking event or possibly sponsor another award, such as one for best paper published in the POMS journal under the area of Supply Chain Management. Finally we also discussed how to best make use of social channels, such as the LinkedIn group, in order to bring the college members together, encouraging everyone to use it as a platform to share ideas and post links to working papers or interesting news articles.

We look forward to seeing all of you at POMS 2017 in Seattle! Please check the college webpage for upcoming events and general news (www.poms.org/colleges/cscm/) as well as our LinkedIn group (<https://www.linkedin.com/grp/home?gid=8106962>). ■

College of Sustainable Operations



Submitted by **Gal Raz** (Ivey College of Business)

The Sustainable Operations College had another great year of activities. We saw many of the members during the college mini-conference prior to the POMS Annual Conference in May 2016 in Orlando, FL. The mini-conference start-

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ed with an industry panel. With the conference located in Orlando, we were pleased to have **Tammy Kaleel**, Environmental Integration Director at Walt Disney World Resort join us to talk about Disney's efforts to implement sustainable and social responsible operating practices throughout the company. We also heard from **Jay Brown**, VP of Operations Interface Americas. Interface is a global modular carpet manufacturer known for their cutting-edge sustainability practices. Jay shared with us some of the challenges Interface has faced and continues to face in being a leader in sustainability in the carpet industry.

With this year's mini-conference we varied the program from our typical industry, research, and teaching panels to incorporate a new dimension. Our second and third panels consisted of three faculty sharing new tools for research within the Sustainable OM domain. **Karen Zheng** from MIT discussed using controlled experiments in Sustainable OM research. **James Abbey** from Texas A&M talked with us about using multi-method, multi-sample approaches in empirical OM research. **Guangzhi Shang** from Florida State then taught a session on using R to web crawl and collect data from the internet. We concluded the day by recognizing this year's two finalists for the Sustainable OM student paper competition: **Natalie Huang** from Georgia Tech and **Safak Yucel** from Duke. This year's mini-conference was organized by **Tim Kraft** from the University of Virginia and **Michael Lim** from the University of Illinois at Urbana-Champaign.

The College also conducted the 2106 Student Paper Competition. The purpose of the competition was to highlight the most promising doctoral student projects and to provide visibility to the doctoral students carrying out work in sustainable operations. The competition was co-chaired by **Suresh Muthulingam** from Penn State and **Jie Zhang** from the University of Maryland. The initial call for entries was made in October 2015, and ten eligible papers were received for the competition. The competition followed a two-step process to evaluate the papers. In the first step, two judges evaluated each paper. Three broad criteria were used to evaluate the paper: 1) Does the paper address an important and relevant problem of interest to the sustainable operations community, 2) Does the paper exhibit rigor in the analysis, and 3) Does the paper contribute something new to the literature. Based on this evaluation process, five papers were identified for further examination in the second step. Each of these five papers were again evaluated by two judges. Based on this process the winner, **Şafak Yücel** from Duke University and the runner up **Ximin (Natalie) Huang** from Georgia Tech were selected. The awards for the 2106 Student Paper Competition were given out on May 7, 2016 in the POMS College of Sustainable Operations business meeting. We would like to thank the judges for this year's competition: **Vishal Agrawal**, **Saed Alizamir**, **Atalay Atasu**, **Mark Ferguson**, **Michael Galbreth**, **Brian Jacobs**, **Tim Kraft**, **Deishin Lee**, **Michael Lim**, **Nur Sunar**, and **Karen Zheng**.

Another important activity for the board this year was with regard to its involvement in the POMS main conference tracks. This past year the board worked on streamlining the POMS sustainable operations tracks for the college. For the 2016 POMS Annual Conference, the college sponsored four different tracks: Close Loop Supply Chains (Chaired by **Amelia Carr**) with 11 sessions, Socially Responsible Operations (Chaired by **Karen Zheng** and **Robert Swinney**) with 12 sessions, Environmental OM (Chaired by **Gokce Esenduran** and **Paolo Letizia**) with 19 sessions, and Energy and Natural Resources (Chaired by **Ozge Islegen**) with 6 sessions. Overall, we saw an increase in sessions this year of more than 50%. Due to the success of the tracks we plan to continue with all tracks in next year's POMS conference.

Finally, this year is a transition year and the end of the current board's service. I would like to thank all the board members that worked with us this past two years (some even longer): **Suresh Muthulingam** (VP of Meetings), **Tim Kraft** (VP of Membership), **Vishal Agrawal** (VP Outreach and Awards), **Jie Zhang** (Treasurer), **Amelia Carr** (Secretary), and **Kathy Danda** (Online Editor). I have enjoyed very much working with the board and wanted to thank all the members. We have jointly worked on organizing the Mini Conference in 2015 and also on all the different activities and initiatives in the last couple of years. On a personal note, it's been a real pleasure serving on the board in the last four years (two years as Treasurer and two years as President) and being involved with all the activities in the college and our great sustainable operations community. We have conducted our elections in late April and I want to welcome the members of our new board (and thank them in advance for all the great work I am sure they will do...): **Mike Galbreth** (President), **Saif Benjaafar** (VP of Meetings), **Amelia Carr** (VP of Membership), **Ioannis Bellos** (VP Outreach and Awards), **Luyi Gui** (Treasurer), **Gökçe Esenduran** (Secretary), and **Suresh Muthulingam** (Online Editor). ■

SECOND APPLIED RESEARCH CHALLENGE



Submitted by **Felipe Caro** and **Chris Tang**
(University of California Los Angeles)



The 2nd POMS Applied Research Challenge (POMS ARC) took place at the annual POMS meeting in Orlando. The POMS ARC is a bi-annual initiative launched in October 2012. Its objective is to encourage POMS members – faculty and students – to conduct rigorous applied research that is relevant and innovative. Applied research is understood as academic work that meets the following requirements:

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

The 2nd POMS ARC was chaired by **Felipe Caro** (UCLA Anderson School of Management) with the support of past POMS President **Christopher Tang** (UCLA Anderson School of Management). The POMS ARC had two review panels: the Practitioner Judge Panel formed by distinguished POMS practitioners and the Academic Panel formed by academics with a track record in applied research. The members of the Practitioner Judge Panel were: **Corey Billington** (e3 Associates), **Srinivas Bollapragada** (GE Global Research), **Edwin Keh** (HKRITA, former Walmart COO), **Dino Petrarolo** (CCI Inc.). The members of the Academic Panel were: **Feryal Erhun** (Cambridge Judge Business School), **Nagesh Gavirneni** (Cornell University), **ManMohan Sodhi** (City University London), and **Felipe Caro** (UCLA).

There were more than 35 paper submissions, which went through a two-step review process. First, the Academic Panel selected three finalists. Then, the finalists were invited to present their work at the 2016 POMS Annual Meeting Conference in Orlando where the Practitioner Judge Panel selected the winner based on the following criteria: (i) financial benefit; (ii) scalability to other industries and domains; (iii) managerial usability; and (iv) elegance, clarity, and depth of insight. All the finalists will publish an extended abstract of their work in the POM journal. The first prize was accompanied by a \$2,000 honorarium.

The 2016 prize winners of the 2nd POMS Applied Research Challenge are as follows:

First Prize: *Optimal Purification Decisions for Engineer-to-Order Proteins at Aldevron*

Tugce Martagan, Eindhoven University of Technology
Ananth Krishnamurthy, University of Wisconsin-Madison

Peter A. Leland, Aldevron
Christos T. Maravelias, University of Wisconsin-Madison



From the left to right: **Corey Billington** (*judge*), **Tugce Martagan**, **Peter Leland**, and **Dino Petrarolo** (*judge*)

Finalists:

From Predictive to Prescriptive Analytics, by **Dimitris Bertsimas** (MIT), **Nathan Kallus** (Cornell Tech) and **Amjad Hussain** (CEO Silkroute)

Quantifying Uncertainties Using Expert Assessments in a Dynamic New Product Development Environment, **Saurabh Bansal** (Penn State), **Genaro J. Gutierrez** (UT Austin) and **John R. Keiser** (Dow AgroSciences) ■

12TH ANNUAL EMERGING SCHOLAR PROGRAM

Submitted by Martin Stößlein (Technical University of Munich)

How to develop academic excellence as young OPS faculty?



Valuable tips from senior OPS scholars have been provided in the Emerging Scholar Program (ESP), the special session commissioned by the POMS society at POMS 2016. During a lavish breakfast (sponsored by the University of Dayton, School of Business), the selected junior OPS professionals selected their burning issues in small groups drawn from over 80 previously submitted questions to Prof. Jack Kanet, the facilitator of the ESP. The session took off by introducing the neighbor scholar's research and teaching. Then in two discussion rounds, the emerging scholars raised issues and shared experiences, while senior scholars sprinkled advice on what constitutes a successful OPS career. In the following, a snapshot of key points is presented, related to teaching (1), research (2) and service (3) covered in the 12th ESP.

1a. Sacrificing course rigor to improve student evaluations? At first glance, there might be a correlation; however, students' evaluations are influenced by various factors, e.g., learners' background, the degree of mathematical content in a course, etc. Senior-level students might even expect rigorous courses and, if fulfilled, honor this with high kudos. Ingredients for good teaching evaluations might include: showing passion for teaching, keeping students "busy" with relevant tasks and considering their attention span in class. Giving students feedback opportunities during and at the end of each class session may signal their "comfort level" to instructors. Interestingly, some institutions famous for excellence in teaching ignore institutionalized evaluations for the sake of students' learning.

1b. Designing new courses is a great opportunity to differentiate from each other. However, it might not be as appreciated in the tenure process as one might expect. Ideally, the teaching efforts complement one's research.

1c. Getting students excited about quantitative content: It is crucial first to motivate students with a problem setting (e.g., logistics at Amazon), and only secondly to introduce formulas or make deep dives with related theories. It might also work not to mention the scary word "mathematics" but rather to frame the challenge as "Operations Research inside." Indeed, putting problems first is subsumed under problem-based learning, a pedagogical technique derived from medicine, and increasingly introduced into business schools. Further good practices might be visualizing quantitative contents, such as the p-value with graphs, leveraging Excel into course work, or using educational technologies such as "doc cam" or explanatory videos.

1d. How to blend research and teaching? In order to overcome one's time constraints, a good start would be to let students

work with a database drawn from one's research and then exchange ideas. While this captures the application-focus of operations management, it also delivers the faculty's real-world experience into the classroom.

2a. Engaging industry into research: Why not follow the path some respected scholars take? Ask regional company leaders for their most significant problem, which might initiate a research collaboration. Alternatively, start conversations with the advisory board of your school, make cold calls to practitioners (asking them out for lunch makes them feel important!), or give talks at gatherings with practitioners. Be motivated by rewards: some student research outcomes based on industry collaborations could win students' paper competitions and/or lead to publications.

2b. Co-authoring process: How can you reduce the risk of selecting a wrong co-author? Ask your advisor for supporting collaborators (blind call). Be sure your co-author is keen to publish (as required in a tenure track). Forward an early paper version to faculty and ask for comments. "Measure" the response time of (prospective) co-authors to emails. If the horse has bolted: first, don't shun away from a polite reminder to "lazy" co-authors, such as "are you still interested being involved in the paper?"; second, suggest fair deadlines for their deliverables. All in all, collaborating with co-authors is productive: someone good at modelling and the other good at empirics are like peanut butter and jelly. A more enhanced research output can be observed if collaborators enjoy each other's company. Nevertheless, you can have too much of a good thing: having many co-authors on a paper could lead to a tenure committee discounting a paper. A possible solution to this problem is to "acknowledge" your contributing authors. On the other hand, single author papers can carry strong weight.

2c. Balancing research and teaching: Integrating research into teaching often works with MBA students but also with undergraduate students (see Stößlein and Kanet, 2008), and could result in publications; at its best, senior scholars even funnel extraordinary bachelor scholars directly into their PhD programs. Young professionals at institutions without a PhD program can take advantage of international connections and connect with doctoral students from their home country.

2d. Where to publish research results? Aiming direct for the best journal is a smart strategy; however, luck is not always on one's side. It is wise to publish according to your departmental journal list. Alternatively, refer to scientifically established journal lists that follow the page rank like Google (see Gorman and Kanet, 2005). Or stick to practitioners lists, such as the Financial Times Top 45 Journals. Overall, keep in mind that submitting to high-quality journals (e.g., JOM, POMS) has a positive side-effect (which "lousy journals" typically do not offer), as their reviews are carefully drafted, which may improve your

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12TH ANNUAL EMERGING SCHOLAR PROGRAM (CONT'D)

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paper's quality considerably. Moreover, think in terms of the throughput-rates of your papers and figure out the "right" number of papers under review to determine what makes you and – more importantly – your advisor feel comfortable. In this pursuit, Silver (2009) provides "some ideas on enhancing research productivity".

3a. Appropriate service for assistant professor: Good practice is when senior scholars deliberately protect young scholars from too much school-related committee work. Notwithstanding this, pick a meaningful service. In doing so, kill two birds with one stone, and target a "professional" service: review papers relevant to your research or network at POMS (e.g., be a session chair).

3b. Opinion sharing in meetings: Crossing lines might be easy for young scholars, naturally unaware of sensibilities revolving around certain topics. Given the changing nature in academia, it is vital to comprehend the 'shared governance' in higher education and the relative (and intricate) roles of administrative bodies that may result in changing work environments over time. Another caveat of good ideas: if approved to you for implementation, it could "steal" your available time budget. Therefore, a safe bet for your young scholars could be: no double-down and do what you do best, which boils down to "do research". This

avoids also being suddenly dragged into "gossip" at committee meetings. In essence, as a German saying goes: cobbler, stick to your last!

After the two discussion rounds and the inauguration of participants as "emerged scholars", we felt how thrilled they were: the big applause for Jack's efforts was a genuine recognition that he has been instrumental in making this ESP event so special to young professionals at this crucial time of their careers. May the emerged scholars also take advantage of this experience and network with each other for years to come. Coincidentally, "ESP" has unexpected similarities with the abbreviation in the automotive industry; there, the Electronic Stability Program "enhances control and helps maintain directional stability under all driving conditions". Also in this sense, thank you Jack for providing career-building stability and support! ■



From left to right: Charles Wells, Hugo DeCampos, Eirini Spiliotopoulou, Belleh Fontem, Janaina Siegler, Jorge Eduardo Scarpin, Nathan Kunz, Rainer Kolisch, Elham Torabi, Jelle de Vries, Lijian Chen, Neil Geismar, Sandun Perera, Steven Carnovale, Saurabh Ambulkar; Vincent Hargaden, Jack Kanet, James Minas.

POMS 2016 AWARDS



Submitted by Sushil Gupta
POMS Executive Director
Florida International University

2016 POMS Fellows

- **Panos Kouvelis**
Olin Business School, Washington University
- **Jatinder (Jeet) N.D. Gupta**
The University of Alabama in Huntsville

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

- **Russell Allgor**
Chief Scientist, Worldwide Operations and Amazon Logistics

Sushil K. Gupta POMS Distinguished Service Award

- **John J. Kanet**
University of Dayton
- **Nagesh Murthy**
University of Oregon

Paul Kleindorfer Award in Sustainability

- **Vishal Agrawal**
Georgetown University

Wickham Skinner Awards

- Best Paper Published in Production and Operations Management during 2015
 - * **Winner: Alan MacCormack, Anant Mishra,** "Managing the Performance Trade-Offs from Partner Integration: Implications of Contract Choice in R&D Projects", V. 24 (10).
 - * **2nd place: O. Zeynep Aksin, Nesrin Cakan, Fikri Karaesmen, and E. Lerzan Ormeci,** "Flexibility Structure and Capacity Design with Human Resource Considerations" by. V. 24 (7), pp. 1086-1100.

- Teaching award
 - * **James Hill,** Ohio State
- Early-Career Research Award
 - * **Ming Hu,** University of Toronto
 - * **Carri Chan,** Columbia University

2016 Emerging Economies Doctoral Student Award Recipients

POMS created the Emerging Economies Doctoral Student Award to encourage the development of future scholars in emerging economies and to begin to build connections between these future scholars and POMS. To be eligible for an award, an applicant has to be enrolled in a Ph.D. program in Operations Management or a related discipline offered by a university in a country belonging to one the following three regions – Africa, Asia-Pacific, and Latin America and the Caribbean. For 2016, POMS appointed a committee comprised of Chair, Professors **Nagesh N. Murthy** (University of Oregon), **Jan Fransoo** (Eindhoven University of Technology), **Amit Eynan** (University of Richmond), **Sergio Eduardo Gouvea da Costa** (Universidade Tecnológica Federal do Paraná), and **Peter Robertson** (University of Wollongong). The committee was charged with recommending recipients for the award. The committee is pleased to recognize the following five individuals as the 2016 Emerging Economies Doctoral Student Award recipients. The committee has also recognized three additional individuals as EEDSA finalists.

- **Michael Oluwaseun Olomu,** African Institute of Science Policy and Innovation, Obafemi Awolowo University, Ile-Ife, Nigeria
- **Marcia Regina Santiago Scarpin,** Escola de Administração de Empresas de São Paulo / Fundação Getúlio Vargas, Brazil
- **Qiuping Huang,** South China University of Technology, Guangzhou, China
- **Gopalakrishnan Narayanamurthy,** Indian Institute of Management Kozhikode, India
- **Yamini S.,** Indian Institute of Technology Madras, India

2016 Emerging Economies Doctoral Student Award Finalists

- **Emmanuel Makanjuola Ogunjemilua,** African Institute of Science Policy and Innovation, Obafemi Awolowo University, Ile-Ife, Nigeria
- **Sreedevi R.,** Indian Institute of Management Bangalore, India
- **Milind Shrikant Padalkar,** Indian Institute of Management Kozhikode, India ■

POM JOURNAL AWARDS | POMS 2016 SPONSORS



Submitted by Subodha Kumar
Deputy Editor, POM Journal
Texas A&M University

The POM Journal editorship recognized the following researchers for their outstanding contributions to the journal in 2015:

Best Senior Editor Award:

- **Elliot Bendoly** (Ohio State University)
- **Stephen Chick** (INSEAD)
- **Mark Ferguson** (University of South Carolina)
- **Guoming Lai** (University of Texas at Austin)
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- **Brian Mittendorf** (Ohio State University)
- **Sriram Narayanan** (Michigan State University)
- **Richard Steinberg** (London School of Economics)
- **Brian Tomlin** (Dartmouth College)
- **Yaozhong Wu** (National University of Singapore)

Best Reviewer Award:

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- **Jordan Tong** (University of Wisconsin)
- **Shilu Tong** (Chinese University of Hong Kong) ■



Submitted by Shailesh S. Kulkarni
Associate Vice President for Sponsorship
University of North Texas

The past two years saw record levels of sponsorship support for the POMS meeting. Fortunately this year too we were able to garner a similar level of support! This was particularly noteworthy considering tough economic times and with a general decline in school endowments. Moreover, it was again testament to the broad academic community bestowing great faith in POMS over the years and its steadfast support of the society and the conference. We had a three-peat from our Platinum sponsors - Georgia Institute of Technology and the University of Florida gave at the highest level for the third time in a row! Continuing in their fine footsteps from last year the University of Texas at Dallas and the Indian School of Business provided Silver sponsorship. Bronze sponsors included the University of Oregon our dedicated benefactor as well as continued support from the Easton Technology Leadership Program at UCLA, University of North Texas, Tianjin University and Kühne Logistics University, vindicating truly global support for POMS. Finally, we were again grateful for sustained Bronze sponsorship from Responsive Learning Technologies and we welcomed Boston University, which supported the creation of a unique Cyber Café concept. This was a special year, with Bronze level support also coming from Harvard Business Publishing and Taylor and Francis Group. Special thanks also go out to all our exhibitors, advertisers and sponsors of tracks, coffee breaks and other special events.

I would be remiss not to recognize the efforts of the entire conference team which made POMS 2016 a well-attended meeting that more than delivered on scholarship, academic camaraderie and a liberal smattering of fun! ■

UPCOMING INTERNATIONAL CONFERENCES

5th World Conference on Production and Operations Management (POMS-EUROMA-JOMSA) September 6-10, 2016, Havana, Cuba



The State of Operations Management in Cuba Submitted by Rich Metters and Kathryn King-Metters Texas A&M University

We have heard the argument many times: Which is the most important functional area of a business: Operations, marketing, IS, finance? In the West, we find this argument unfortunately divisive, as all functions are needed. But in Cuba the answer is clear: Operations.

Background

Shortly after “the triumph of the revolution” —as Cubans phrase it— in 1959, Cuba adopted Communist economic principles. All land became government property. All major businesses were nationalized and run by the government. The US imposed a series of laws over a few decades collectively called “the embargo” in the US and “the blockade” in Cuba. US imports/exports are largely banned. Items from foreign firms that have more than 10% US content are prohibited to be exported to Cuba.

The Cuban economy survived the US embargo due to financial support of \$500 per capita annually from the USSR. When that ended in 1991 the Cuban economy shrank 35% and exports plunged 80%. They are slowly emerging from pure Communism with a small number of private firms now owned by Cubans and joint ventures between the government and Western companies.

The U. Maryland CIBER group organized a Faculty Development program in Cuba in May 2016. We met with a score of business executives and faculty. Below are our observations on the Cuban Production/Operations Management function.

Operations Strategy

As one executive put it, in Cuba “the supplier is king, not the customer.” Marketing/advertising is largely illegal. Billboards in Cuba celebrate the revolution, they do not advertise products.

POMS Israel International Conference

In collaboration with the Operations Research Society of Israel
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Even if it were legal, it would be pointless. Competition between firms runs counter to Communist ideology on productivity maximization. Essentially, monopolies are granted. For example, Nestle claims to have a 95% market share in the Cuban ice cream market.

While monopolist advertising still makes some sense, a second economic condition enhancing the importance of operations in Cuba is the perpetual shortage of goods. Cuba must pay for imports with hard currency gained through exports, and they simply don't have the cash to import much. The importation of capital goods by private firms is controlled and rationed by the government. An executive claimed that if a firm has a business case for 20 trucks, they might be allowed to buy 10. Accord hotels stated they were prohibited from purchasing an additional industrial clothes washing machine, despite their need and the cash to do so. Consequently, production of many goods/services is an exercise in constrained optimization where current demand cannot be met. This affects operations strategy: high quality, response time, and flexibility take a back seat to cost efficiency.

Agricultural Operations

Agricultural operations are a national problem. In the US, 3% of the workforce is in agriculture and we are a net exporter of food. In Cuba 18% of the workforce is in agriculture and they import 70-80% of their food. Cuba is now a net importer of sugar, once their main export. According to an economist there, 60% of their arable land is not used. US-style agriculture is not possible, due to a shortage of mechanized farm equipment (e.g., tractors) and a lack of pesticides and fertilizer. Rather than the vast corn rows seen in Iowa, the Cuban farms we saw have small, 1-3 acre

UPCOMING INTERNATIONAL CONFERENCES (CONT'D)

patches of plowed ground dedicated to a crop. A noticeable amount of agricultural transportation is by horse pulled cart, with some oxen pulled carts as well. A farm visited claimed to have an *unworking* tractor "just for pictures." Grass cutting on highway medians is done by scythe, not motorized mower. Even if the capital goods issue could be changed, the outlook for Cuban agriculture remains bleak: Cubans are a highly educated populace, and their erudition views agricultural work as a punishment beneath their educational credentials. The agricultural question was deemed "too controversial to talk about" by our hosts.

JIT/Lean

JIT is deemed "not possible." Shortages of raw materials are common and can last for months. Imported industrial raw materials generally arrive by sea to the relatively new Mariel port and industrial zone about 40 miles from Havana. The special economic zone is in its infancy. According to a shipping company executive "today, it's just a bet." The port is shallow and can only handle small, uneconomical ships. Even considering the small size of the ships, the entirety of Cuban containerized imports would only require 160 ships per year (or only 10 Panamax ships/years if they could dock). Unloading time is uncertain as regulations prohibit loading/unloading in even small winds. When unloaded, containers often sit on the docks due to the nationwide shortage of trucks. One firm reported a policy of keeping 17 weeks of inventory on hand, and still they run out, as order to delivery time is 3-4 months.

Inventory and Labor Planning

Unlike third world countries Cuban labor is relatively expensive.



Foreign firms cannot directly hire workers but must contract with the government who then supplies the workers. The government takes a nifty 95% commission. A typical wage paid to the government is \$1,000/month while the worker receives \$40/month. Nationwide the average Cuban wage is \$20/month. Executives estimated that an income of \$500/month is needed to live moderately. Depending on the legal structure of the firm, they can be prohibited by law from paying more than the government suggests. Further, employees with the same job description must be paid the same. Differential pay for differential performance is frequently prohibited, either by law or culture. Several executives agreed that, as a result, "everyone steals" and an oversized amount is spent on shrinkage prevention. One firm reported having two risk control officers, 46 cameras, five employees looking at cameras and five detectives on payroll to reduce employee theft. Internal diligence is not enough: company trucks leave to deliver product with a new carburetor but return with an old one and having less gas than it should have.

Wage differentials plague Cuba. It is widely claimed that physicians give up their jobs to become waiters and cab drivers. The national average wage of \$20/month, and physician pay of \$25 to \$70/month, contrasts poorly with waiters in tourist areas collecting daily tips of \$50.

Technology decisions are driven by spare parts availability and ease of fixing, rather than functionality.

Revenue Management

In a statement likely to make researchers cringe, a hotel executive claimed that revenue management was not needed, as his Havana hotel was 100% occupied year round with one price: high. He stated his beach hotels have 100% occupancy in-season and 20% occupancy off-season, and there was nothing that can be done about it, so again, no need for RM. In reality, the information systems are not up to the task of RM.

Final Thoughts

The foregoing focus on operations is grim. On a brighter note, violent crime is extremely low, the people are friendly, and if you are going to the POMS/EUROMA/JOMSA Havana conference, visit the Fabrica de Arte Cubano (FAC), which we dub "the most interesting bar in the world." ■



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